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Title of Document: Greater Church Street Strategic Plan

Prepared By: Nottingham & Associates, UDA (prepared “Conceptual Plan” map)

Prepared For: City of Norfolk and NRHA

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Civic League(s)/Organization(s) Affected: Downtown Norfolk Civic League, Young Terrace, Attucks/Barberton/Church, Hunters Square, Olde Huntersville, Villa Heights

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**GREATER CHURCH STREET
STRATEGIC PLAN**

EXECUTIVE SUMMARY

Prepared For:
City of Norfolk
Norfolk Redevelopment & Housing Authority

Prepared By:
Nottingham & Associates, Inc.

February 5, 2001

Greater Church Street
Strategic Plan

EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

Church Street is a strategically important inner city community with many competitive advantages, a rich history, and a distinct sense of place and community. The Greater Church Street Revitalization Initiative is an opportunity to advance many of the economic priorities shared by the City and the Community such as: business and workforce development; homeownership; neighborhood revitalization and stabilization; education; human services; and capacity building.

Building on strengths and overcoming many challenges that must be dealt with directly will require a coordinated, comprehensive strategy that addresses: vision, development framework, implementation plan, organization, and capacity building. Many of the development decisions related to the vacant land have been delayed over the years due to a lack of consensus on the vision and direction that should guide future development.

The most significant strategic plan milestone is the recommended vision for the area, which is based on community input and market assessments. Based on this input and analysis, the recommended vision to drive the economic revitalization and community building strategy should have a residential focus that integrates opportunities to strengthen and create concentrated commercial zones at strategic locations. An opportunity exists to build upon the recent market success of single-family developments in the area and to expand the residential base, which will increase demand for retail sources. Efforts should be on residential infill strategies as well as leveraging opportunities to create residential addresses on contiguous publicly owned land (i.e. Anne-Outten housing project).

The commercial strategy should focus on: strengthening existing neighborhood commercial districts in the southern sector (between Brambleton Blvd. and Va. Beach Avenue); and redeveloping the underutilized Park Place Triangle for commercial purposes. This strategy is consistent with the City's policy to create concentrated development zones appropriately integrated into the neighborhood fabric. Strongly positioned projects at these locations have the opportunity to attract anchor uses that will serve neighborhood residents and capture business from broader markets. Strong, market-driven projects enhance the probability of success for local retailers.

Policy and program recommendations and considerations were identified to: help guide future program; and to insure that development decisions were made with a proper understanding of significant challenges and opportunities that could impact land use and the business climate that will impact development.

BACKGROUND

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BACKGROUND

As outlined in the City's fiscal year budget, Norfolk is approximately 92% developed and its geographic borders are fixed. The City is constrained in the number of locations available for the businesses and residents it desires to retain and attract. The City is especially dependent on private economic development due to its tax base, which is primarily derived from property, business, meal, hotel, admissions and other similar taxes. In addition, approximately 48% of the City's assessed value is non-taxable, and in recent years the population has declined or remained stable. These trends emphasize the importance of the City's revitalization initiatives and the need to create economic synergies by targeting strategically important:

- Industries (i.e. linked and integrated business clusters)
- Populations (i.e. housing, visitor & workforce market segments)
- Geographic Areas (i.e. downtown, neighborhoods & employment centers)
- Policies & Programs (i.e. Redevelopment & Conservation Areas, Empowerment Zone, Enterprise Community, City's Development Policy & Programs)

The Greater Church Street area is a strategically important district with many assets that can be leveraged to strengthen the community economically, and advance the City's broader economic development goals consistent with a future vision that respects and enhances the quality of life for current and prospective residents, homeowners and business owners.

The Strategic Planning Study Area is made up of: the Target Area (the improved Church Street Corridor from Monticello to Fenchurch Street); and the Area of Influence (within the boundaries of Tidewater Drive, Monticello / St. Paul Avenues, and Fenchurch Street / Rt. 264 Interstate). Generally this 2 –3 mile area comprises: a population of 11,000 people and 4100 households; median family incomes of approximately \$11,000 (compared to \$27,000 for the City); unemployment rates in excess of 15% (compared to approximately 5% for the City); a low percentage of homeownership (20% vs. 45% for the City); areas with a high incidence of reported crime as well as perceptions that overall crime is greater than actual reported crime. Based on community input, the many economic challenges facing the community can be categorized into the following areas:

- Poverty
- Public Safety
- Homeownership
- Neighborhood Revitalization & Stabilization
- Job Opportunities & Workforce Development Support
- Youth & Senior Programming
- Local Business Ownership & Support

Greater Church Street
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BACKGROUND
(cont'd)

Like many lower income areas of this nature, the conditions today result from years of economic isolation and the lack of integration into the broader economy required to enhance employment and wealth creation. The research and community input received to date underscores the progress that has been made as well as the many advantages (i.e. community strengths, location, market opportunities, and economic programs and incentives) that can significantly contribute to Greater Church Street's future economic revitalization such as:

- Locational advantages & proximity to downtown
- Church Street enhancements, widening & improved access
- Publicly owned land fronting the corridor at strategic locations
- Increasing interest & demand for downtown housing
- Access & visibility desirable for strategic commercial development
- Recent success of new construction & infill housing projects
- Sense of community and history thrives today
- Community organizational infrastructure in place (i.e. in excess of 20 churches, an active CDC, a heavily utilized multi-purpose center, major planned projects like the Attuck's theater renovation)
- Included in the Empowerment Zone designation
- Potential synergies with the nearby Broad Creek Redevelopment / Hope VI project

The above challenges and opportunities facing The Greater Church Street area underscore the importance of a comprehensive approach, coordinated action, and capacity building required to build on strengths and make a dramatic difference - one that will enhance the quality of life, as well as change perceptions in the marketplace that impact future investment by homeowners, developers and business owners.

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RECOMMENDATIONS

STUDY FORMAT

The required coordinated actions outlined in the strategic plan recommendations address the following: vision, strategy, organization and capacity building. In order to address the challenges and opportunities outlined above, the Strategic Plan Recommendations have been organized into the following categories:

- **Vision**
- **Land Use**
- **Policies & Programs**
- **Organization**

The Study Area was divided into the following zones in order to help explain the recommendations:

- **Zone 1:** Downtown Plaza
- **Zone 2:** Commercial Core (between Virginia Beach Blvd. & Brambleton including the Fenchurch Street connection)
- **Zone 3:** Church Street Frontage (between 18th St. and Goff Street)
- **Zone 4:** Olde Huntersville and Lindenwood Neighborhoods
- **Zone 5:** Mid-Town Industrial Park
- **Zone 6:** Park Place Triangle (Monticello, Church Street & 26th Street)

VISION

Community Vision & Residential Focus

1. The vision driving the revitalization strategy and the utilization of the cleared land at the heart of the Study Area fronting Church Street should have a residential focus with an emphasis on: neighborhood stabilization and revitalization; and homeownership. Further, the strategy should encourage opportunities to assemble contiguous land to: create new residential addresses and enhanced public spaces; and integrate compatible commercial development at strategic locations.

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RECOMMENDATIONS
(cont'd)

LAND USE

Residential Land Use

1. **Planned Projects:** Proceed with the Anne – Outten housing project (west side of Church St. at Goff Street) and encourage opportunities to assemble contiguous land to create new residential addresses (i.e. the Brewery site) and enhanced public spaces (Zone 3).
2. **Scattered Infill:** Target infill residential along the east side of Church Street mixed with existing commercial, and encourage an innovative residential conversion of the Brewery site or other uses consistent with the neighborhood vision (Zone 3).
3. **Neighborhood Strategy:** Target resources to intensify revitalization and stabilization efforts in the Olde Huntersville and Lindenwood neighborhoods by addressing the following in a coordinated manner: infill land assembly; purchase and rehab financing; demonstration projects showcasing innovation; aggressive code enforcement; zoning and design standards; strategic demolition; community policing; and neighborhood outreach and public relations (Zone 3).

Commercial Land Use

1. **Vision & Framework:** Concentrate proposed retail and commercial development at the north and south ends of the Study Area in order to: strengthen existing retail districts; establish strong commercial clusters at strategically important locations; and take advantage of north/south and east/west traffic volumes and proximity to downtown (Zones 1, 2, 3 & 6).
2. **South Sector Commercial Redevelopment:** Prioritize efforts to strengthen the historical commercial core in proximity to the Attuck's Theater. Capitalize on publicly owned vacant land, existing retail centers, institutional uses, and underutilized structures in order to strengthen existing commercial (Zone 2).
 - **Downtown Plaza:** Actively work with owners of the Downtown Plaza and prospective developers. To encourage the development of a mixed-use sector that includes: the Downtown Plaza, Fenchurch Street Connection, and existing Church Street commercial core (Zone 1).
 - **Historical Commercial Core:** Target new restaurants (i.e. strong branded and independent businesses) and neighborhood-oriented retail uses along with other commercial, civic and institutional uses to locate in the existing Church Street commercial core (Zone 2).

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RECOMMENDATIONS
(cont'd)

LAND USE (cont'd)

Commercial Land Use (cont'd)

- **Fenchurch Corridor:** Evaluate ways to strengthen the Fenchurch connection including: attracting new users including City services; and consider locating multi-purpose & civic uses fronting Fenchurch that service Tidewater Gardens and the Downtown Plaza (Zone 2).
3. **North Sector Commercial Redevelopment:** Leverage the Park Place triangle's strategic location to encourage a higher and best use of the zone compared to the current mix of properties as well as pockets of decline and incompatibility.
 4. **Local & MBE Business:** Support existing business owners with incentives and programmatic support in the following areas: financing; technical assistance; storefronts and streetscape enhancements; and franchise opportunities (Zone 3).
 - Evaluate possible small, scattered commercial expansion (east side Of Church Street between 18th St. and Goff St.) that encourages appropriately scaled uses and related parking consistent with the neighborhood residential vision (Zone 3).
 5. **Midtown Industrial Park:** Continue efforts to work with the industrial park business owners and to advance the Conservation Plan (Zone 5).
 - Help owners take advantage of government incentives linked to assisting low and moderate-income workers in the neighborhood and throughout the city.
 - Leverage the City's ownership of several parcels and link Conservation Plan efforts to broader economic initiatives to retain and attract strategically important businesses, as well as attract businesses that support existing operations.
 6. **Parcel North of Graves Funeral Home:** Undertake further analysis in conjunction with the Mid-Town Industrial Park Conservation Plan in order to evaluate alternative future uses for the site north of Graves Funeral Home (Zone 3).

Greater Church Street
Strategic Plan

RECOMMENDATIONS
(cont'd)

POLICIES & PROGRAMS

Economic & Business Strategy

1. Comprehensive Approach & Integrated System

- **Collaborative Networks:** Utilize the strategic planning process and resultant implementation organization to help coordinate and expand programs that have a proven track record as well as integrate new ones targeted at areas of greatest need.
- **Development Policy:** Utilize the Concentrated Development Zone policies, programs, and performance standards to guide detail program development and execution.
- **Community Entrepreneurial Development Program:** In conjunction with the One Stop Business Center, establish a comprehensive program targeted at the Study Area and adjacent Redevelopment Areas that addresses: general and targeted outreach; technical assistance; financing; minimizing traditional small business barriers; and franchise opportunities. Encourage programs that provide entrepreneurial learning experiences for adults and youth.
- **Local Business Organization:** Identify, solicit and work with local businesses with a proven track record as well as start-up business owners. Encourage the formation of a representative business organization (with a clear mission and structure) in order to participate in business planning and implementation.
- **Local Bank Participation:** Encourage broad-based bank participation targeted at Church Street as soon as possible in coordination with related initiatives in other communities.
- **Support Planned Projects:** Insure that the resources, organizational capacity and other key factors are in place to assure the unquestionable success of two planned projects in the area: Anne-Outten Housing and the Attuck's Theater Renovation. Build on these successes and link to other uses that create synergy in the areas of greatest need.

Greater Church Street
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RECOMMENDATIONS
(cont'd)

POLICIES & PROGRAMS (cont'd)

Workforce Development & Human Services

1. **Employment Program Coordination:** Encourage the participation (on a regular basis) of all employment training programs working in the Study Area in order to leverage resources and address capacity building challenges and opportunities (i.e. Regional Initiatives, Empowerment Zone, Tidewater Community College Neighborhood Outreach Programs). Meaningfully involve Workforce Stakeholders in the Greater Church Street implementation organization.
2. **Child Care Services:** Address the need for expanded childcare services in the area with flexible hours. Explore innovative strategies to attract additional private service providers and/or secure additional funding to assist non-profits.
3. **Transportation:** Address the need to respond to the transportation needs of workforce development program participants, especially providing access to remote employment centers in the region with significant job opportunities.
4. **Youth Employment & Educational Programs:** There is a critical need for after school, weekend and summer training, mentoring and jobs targeted to youth. Explore opportunities to cluster educational, cultural and recreational programs within the same facility and/or district to improve convenience and enhance effectiveness. Programs currently being discussed include:
 - The Attuck's Performing Arts Theater & Related Youth Programming
 - Proposed Technology Resource & Education Center
 - Youth Employment Training & Career Education Programs
5. **Senior Citizens Programs:** Meaningfully involve senior service providers in the implementation organization in order to better understand future needs, as well as plans to improve and expand facilities in the Study Area.

Public Safety

1. **Community Policing:** Provide resources to strengthen community policing programs with a special emphasis on: community outreach, public relations, and regular participation in the Greater Church Street implementation organization.

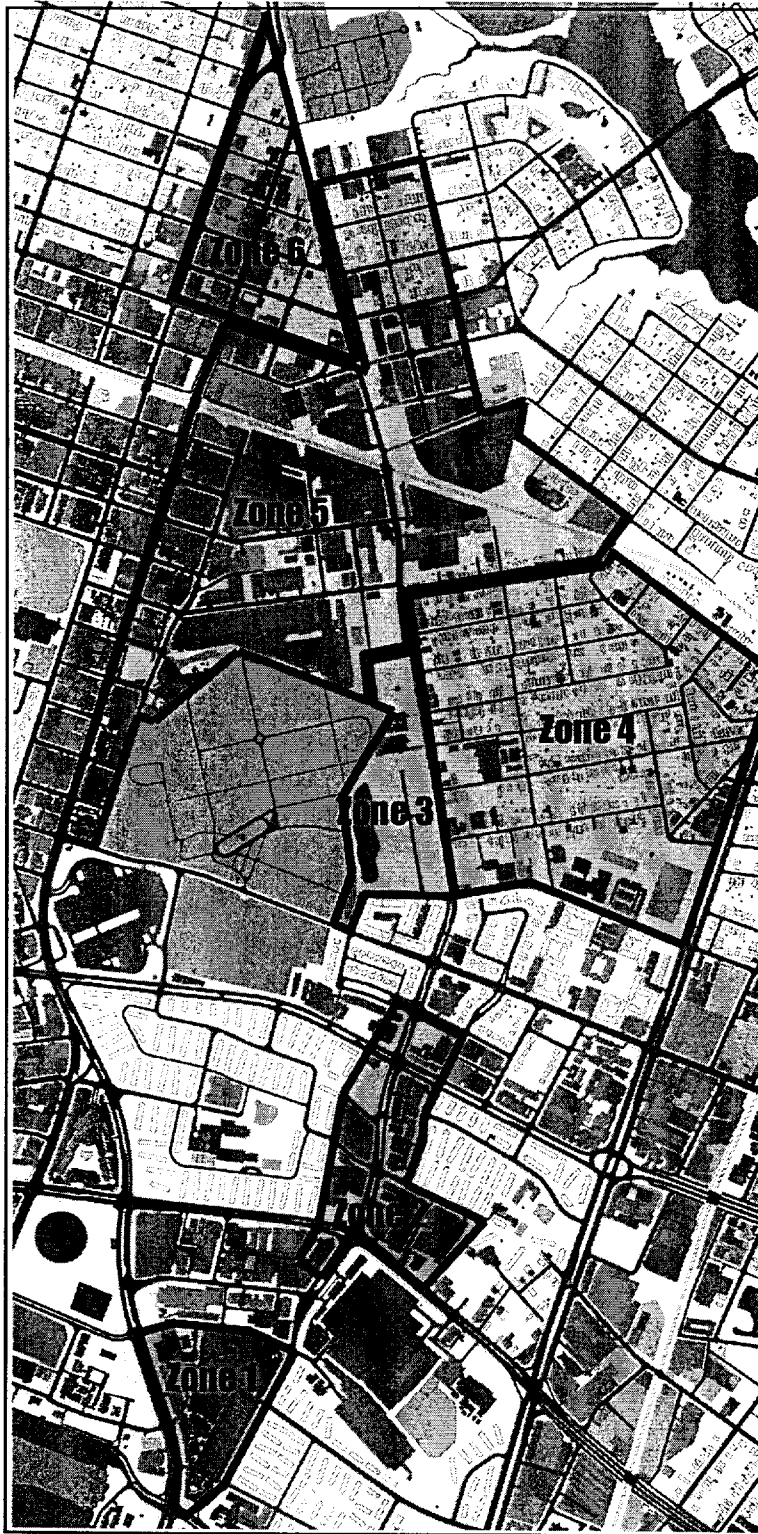
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RECOMMENDATIONS
(cont'd)

ORGANIZATION & DELIVERY SYSTEM

Organization & Community Networking

1. **Management Approach:** Based on the Strategic Plan vision, framework and recommendations, establish an multi-disciplined Management Committee and Work Group implementation structure to address the multiple disciplines, stakeholders and technical resources that must be engaged to execute a coordinated strategy for a diverse area.
2. **Work Group:** Establish a Management Committee (with a Team Leader) responsible for directing and working with Program Managers in the following Work Groups:
 - Master Plan Coordination & Program Development
 - Retail / Commercial Work Group
 - Housing Revitalization & Stabilization Work Group
 - Mid-Town Industrial Park Work Group
 - Planning, Infrastructure & Services Work Group
 - Workforce Development & Human Services Work Group
3. **Phase Two Implementation & Program Development:** Based on the Strategic Plan recommendations and the organizational structure outlined above, Phase II efforts should concentrate on detail program development within the Study Area Zones (with respect to land use) as well as establishing priorities and coordinated strategies for improving and expanding services that may or may not impact land use.
4. **Community Participation:** On-going community participation will continue to be an important challenge and opportunity, and will require more structured interaction.
 - Explore establishing a Development Council in order to engage a broader cross-section of the City's business and institutional.
 - Explore identifying and organizing community advisors to be available to assist each Work Group Team Leader.
 - Continue to coordinate input and seek oversight direction from the Church Street Task Force.
5. **Master Implementation Plan:** Establish a master implementation plan based on input from each Work Group in order to define objectives, milestones, and measurable outcomes, which will be the baseline for reporting progress and updating schedules.
6. **Community Networking & Technology:** Leverage technology to facilitate strengthening and expanding partnerships, as well as sharing relevant information and obtaining input on a timely basis.



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LAND USE RECOMMENDATIONS

Zone One

Encourage restructuring that includes mixed-use private development with anchor retail uses that draw from broader markets. Identify opportunities to attract institutional traffic generators (city services) as well as strong local businesses that strive to orient buildings and access in a manner that improves the Fenchurch Street Connection.

Fenchurch Street Connection

Target physical improvements and new uses that generate activity in order to strengthen the connection. Restructure to overcome current Downtown Plaza and Tidewater Gardens building configuration barriers.

Zone Two

Target restaurant and neighborhood-oriented retail on vacant land. Integrate new construction, building conversions, and parking (on and off street) with existing retail centers in order to create a unified district with more critical mass. Explore opportunities to: attract branded food operations; locally - owned themed restaurants (that build on the Attuck's Theater/Old Church Street theme); and convert or release existing space with new commercial and/or civic uses that support the neighborhood center concept.

Single Family Residential Core (vicinity of Attuck's Square / South of Goff)

Reinforce positive single-family developments to date and integrate new public enhancements to help strengthen perceptions and stabilize values.

Zone Three

Target infill housing and capitalize on opportunities to use contiguous publicly owned land to create residential addresses and public spaces. Enhance existing scattered commercial on the east side. Evaluate innovative options for recycling the Brewery property consistent with the neighborhood vision. North of Graves Funeral Home, evaluate alternatives in (i.e. commercial, housing & institutional) in conjunction with the Mid-Town Conservation Plan and other proposed uses along the corridor.

Zone Four

Continue comprehensive revitalization and stabilization efforts consistent with the neighborhood vision. Focus on coordinated strategies that address: code enforcement; land use and design standards; home purchase and rehab financing; and homeownership.

Greater Church Street
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LAND USE RECOMMENDATIONS
(cont'd)

Zone Five

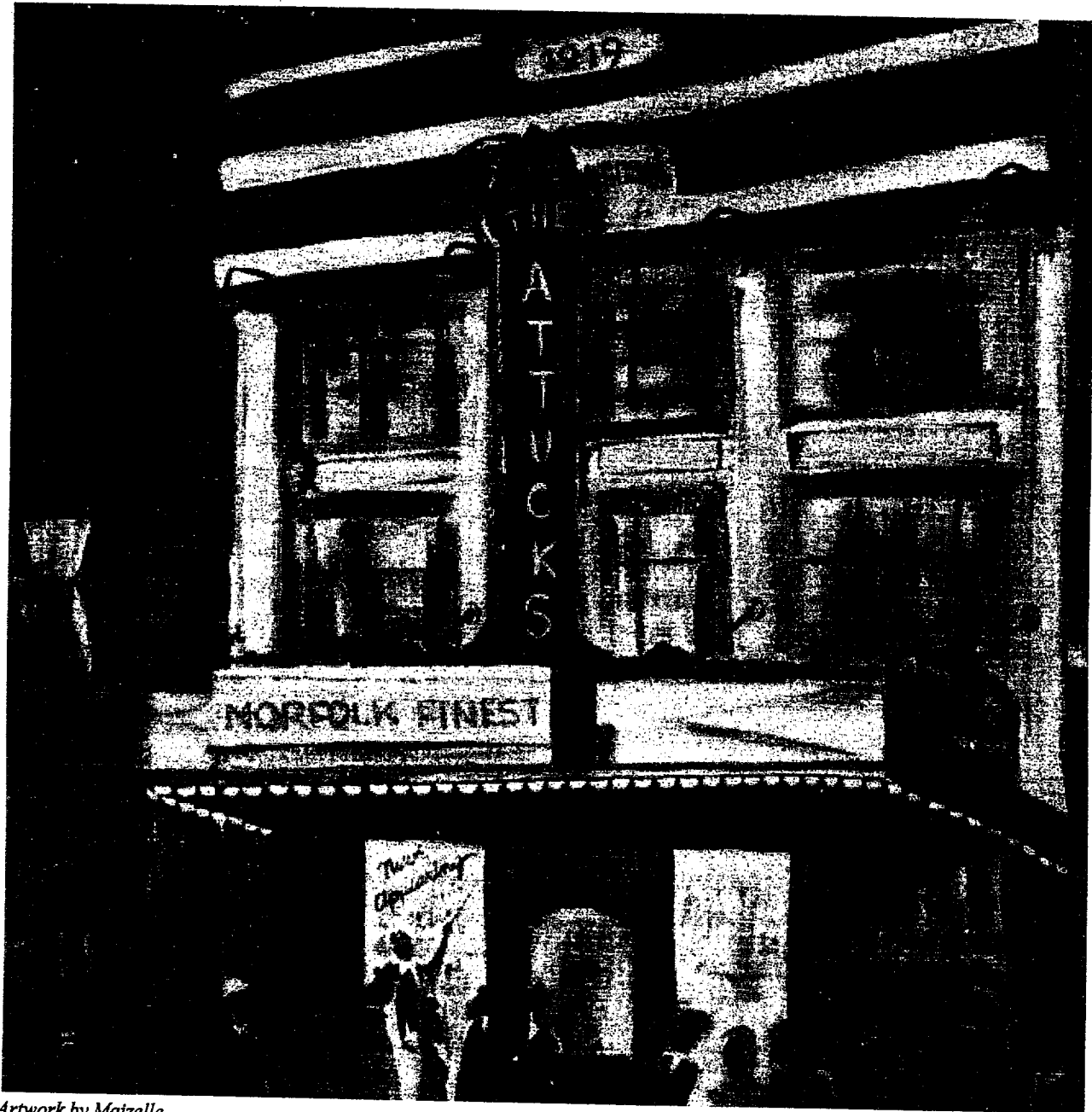
Proceed with general Mid-Town Industrial Park enhancements especially the upgrading of property and public frontage along Church Street and other main arterials.

Zone Six

Grocery store anchored, neighborhood center, commercial redevelopment replacing a mix of underutilized properties and pockets of decline and incompatibility. Special design consideration to create a signature neighborhood center landmark at this crossroads/gateway location. Special consideration will be given to transportation, service and parking in order to accommodate local and through traffic.

GREATER CHURCH STREET STRATEGIC PLAN

DRAFT



Artwork by Matzelle

Prepared For:
The City of Norfolk
Norfolk Redevelopment & Housing Authority

Prepared By:
Nottingham & Associates, Inc.

January 3, 2001

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Acknowledgements

Prepared For:

The City of Norfolk
The Norfolk Redevelopment & Housing Authority
The Greater Church Street Community

Prepared By:

Lead Consultant

- Nottingham & Associates, Inc. (Strategic Planning & Management)

Resource Team

- H. Blount Hunter Retail & Real Estate Research Company
(Economic & Market Research)
- Urban Design Associates (Urban Design & Planning)
- METROVENTURES/USA, Inc. (Development Analysis)
- McCaffery & Associates (Community Engagement)
- MelaNet, LC (Community Networking & Technology)

Mission:

Work with the City, NRHA, Community Stakeholders and Consultant Resource Team to develop a strategy for economic revitalization and redevelopment consistent with a unified vision and understanding of the community's history, needs, major challenges, market opportunities, competitive advantages, and aspirations.

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6 Exhibits

1. Retail Demand Analysis for the Church Street Corridor, Norfolk, Virginia (H. Blount Hunter, 10/00)
2. City of Norfolk Department of Development: Development Policy & Program (City Manager, undated)
3. Greater Church Street Community Forum & Workshop: Summary Report (Nottingham & Associates, Inc., 6/24/00)
4. Federal & State Enterprise Areas (undated)
5. Federal Empowerment Zone (Empowerment 2010, Inc., undated)

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1. Retail Demand Analysis for the Church Street Corridor, Norfolk, Virginia (H. Blount Hunter, 10/00)
2. City of Norfolk Department of Development: Development Policy & Program (City Manager, undated)
3. Greater Church Street Community Forum & Workshop: Summary Report (Nottingham & Associates, Inc., 6/24/00)
4. Federal & State Enterprise Areas (undated)
5. Federal Empowerment Zone (Empowerment 2010, Inc., undated)
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7. Norfolk, Virginia: A Federal Enterprise Community (Department of Development, undated)
8. Norfolk & Portsmouth Empowerment Zone Application (10/98)
9. Regional Economic Overview (Woods & Poole Economics, Inc.)
10. Regional Data & Overview of the Economic Base (Dominion Realty Advisors, Inc., undated)
11. Greater Church Street Redevelopment Chronology (Nottingham & Associates, Inc., 6/00)
12. Neighborhood Target Area Demographics by Census Tract (U.S. Census, 1990)
13. Church Street Neighborhood Profile (General Plan of Norfolk, 1992)
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15. Community Institutions & Service Providers (Planning Work Group)
16. Initiative for a Competitive Inner City Overview
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18. Bidwell Training Center Overview
19. Church Street Redevelopment Plan (1977)
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21. North Church Street Business Area Action Plan (1987)
22. Amendment No. 1: Huntersville II Redevelopment Project (1990)
23. Church Street Revitalization Plan
24. Amendment No. 2: Huntersville II Redevelopment Project (1997)
25. Draft Downtown Plan 2010 Update – Highlights (2000)

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26. Hampton Roads Partnership Strategic Plan (August 26, 1999)
27. Mission Statement & Guiding Principles (Empowerment 2010, Inc., 1999)
28. Approved Budget, FY& 1998 / 99 (City of Norfolk)
29. Church Street Community Forum: Summary of Citizen Input (11/97)
30. Operation Turnaround Proposal Highlights (Bishop John Gimenez, 12/99)
31. Master Plan Proposal Highlights (Michael Davis & Walker/ Woodward Architects, 12/99)
32. Entertainment District Proposal Highlights (David Saunders, 12/99)
33. Church Street Cultural District Proposal Highlights (George C. Crawley, 12/99)
34. Virginia Enterprise Zone Program Highlights (undated)
35. Conservation Plan for Mid-Town Industrial Conservation Project (NRHA, 6/1/88)
36. Church Street: A Community Development Planning Study (F.A. Johnson & Associates, 12/80)
37. NRHA Park Place Neighborhood Revitalization Plan (Bay Area Economics, Rhodeside & Harwell, Inc., Rummel, Klepper & Kahl, 11/99 Charrette)
38. Amendment No. 4 to the Conservation Plan for the Park Place Neighborhood Conservation Project (NRHA, 10/94)
39. General Plan of Norfolk, Department of City Planning & Codes Administration (1/28/92)
40. Preliminary Market Analysis for the Park Place Triangle: An Assessment of Competitive Advantage (Brooke Hardin at Virginia Polytechnic Institute & State University, Spring 2000)
41. Connecting with Communities: A User's Guide to HUD Programs and the 1999 SuperNOFA Process (HUD, 1999)
42. Federal Government Funding: Possibilities in the District of Columbia (Linton, Miels, Reisler & Cottone, Inc., 10/96)
43. Neighborhood Initiative: Resources for Norfolk's Neighborhoods, (Department of Development, undated)
44. HOME Community and Housing Development Organization: Performance Review (Joshua Kim Associates, 7/17/00)

Section 1

Background

A. Overview

History

Historically, Church Street was the commercial and cultural heart of Norfolk's African American community as well as the home for a diverse economic mix of residents. Nearby residents as well as customers from broader markets supported the range of retail, dining, service and entertainment businesses that contributed to creating a vibrant commercial district. Church Street was famous for being the heart of a diverse residential community and commercial district in close proximity to downtown.

Like many inner city neighborhoods throughout America during the 1950's and 60's, the Church Street community was impacted by new competition and increased resident mobility; the out-migration of middle income residents and businesses; and massive displacement due to urban renewal programs targeted at eliminating blighted areas in close proximity to downtown. The restructuring that occurred nationwide resulted in the creation of new public housing projects that concentrated low-income households and, in combination with other socio-economic factors, contributed to economic isolation and destabilizing conditions.

The consequences of these policies continue to be evident today and offer advantages and disadvantages that must be evaluated in order to address current challenges in today's marketplace.

In conjunction with Norfolk's urban renewal program, approximately 100 acres of land was assembled and cleared in the Greater Church Street community to build three public housing projects representing approximately 1,600 units. In addition, the urban fabric of the Church Street commercial core (between Virginia Beach and Brambleton Avenues) was cleared and replaced with: neighborhood retail and services; anchor institutional uses (i.e. regional post office, church expansions); office buildings; and new single family and multi-family housing.

Study Area

The land use focus of this study is concentrated on the vacant and underutilized land fronting Church Street that extends from Granby Street (north) to Brambleton Boulevard (south). In order to assess opportunities within this target zone, a Study Area was established that extends from Granby to the downtown Plaza Shopping Center (north/south) and from Tidewater Drive to Monticello Avenue / St. Paul Boulevard (east/west). The median annual household income in this study area is approximately \$11,000 (compared to \$24,000 for the city).

The area's sense of place as well as past and present importance as an institutional and commercial center is reflected in the number of churches located in the area (in excess of 25), the existence of the Attuck's Theater (currently being renovated), and existing businesses and commercial districts (i.e. Attuck's Square and Church Street Crossing shopping centers, Mid-Town Industrial Park). In addition, the current strengths of the area's historic neighborhoods, as well as the success of more recent single family residential projects developed by NRHA and local non-profits, attests to the community's current and future potential.

The Greater Church Street Community and City Stakeholders continue to build on strengths and lessons learned in order to overcome community building challenges, of which, some require short-term intervention as well as long-term strategies to address structural issues such as:

- High unemployment
- High employment training requirements
- High crime rates in select areas
- High youth delinquency rates
- High welfare dependency
- High senior and youth populations
- Pockets of older declining housing stock requiring reinvestment

Relevant Trends

In spite of these challenges, many positive trends continue to occur including but not limited to:

■ Economic / Business Development

- Renewed interest in downtown as a commercial, residential and entertainment address.
- City's development policies target the strengthening of strategic development zones, industries and residential areas.
- Church Street reconstruction will improve access and enhance the area for residents and businesses.

leverage public and private investment. Broad Creek's estimated \$100 million of public/private investment will occur within several miles of Church Street.

- Synergies potentially benefiting Greater Church Street resulting from the estimated in excess of \$100 million public / private investment several miles east of Church Street.

■ Attuck's Theater Renovation

- Estimated \$4 million historic renovation project that will include performing arts and related cultural and educational programming.
- City's commitment to manage and operate the Attuck's Theater working closely with local non-profits and educational institutions.

■ Public Safety

- The growth in the overall number of reported crimes is less in Greater Church Street compared to the City.

B. Current Status

Chronology

Efforts to revitalize Church Street and immediate adjacent areas were initiated in the late 1970's. Over the years, community residents, the City of Norfolk and the Norfolk Redevelopment and Housing Authority have experienced many changes and continue to build on progress to date as well as lessons learned. The following summarizes milestone events related to Church Street's redevelopment.

- 1979: NRHA Commissioners adopted the Huntersville II Redevelopment Plan.
- 1980: City Council approved original Redevelopment Plan between Fenchurch/Brambleton and Virginia Beach Boulevard.
- 1989: Phase II commenced between Virginia Beach Boulevard and Goff Street.
- 1990: Phase III commenced which incorporated the Virginia Department of Transportation Church Street widening construction program north of Princess Anne Boulevard.
- 1996: City initiated a master planning process to determine the future use for cleared land dispersed throughout the Corridor. Planning objectives included:
 1. Reach a consensus on the strategic vision for Church Street that would guide the future master planning of vacant land.
 2. Provide parking for remaining businesses.
 3. Reserve sites for displaced businesses or assist with relocation.
 4. Provide a site for Graves Funeral Home.
- 1996: Three community planning sessions were held and incremental decisions were made on reserving land for parking and displaced businesses.
- 1996: Unable to reach a consensus at that time on the strategic vision to guide master land use planning.

- 1999: City and NRHA sponsored a Community Forum and Workshop to build on progress to date and initiate a strategic planning process.

C. Planning & Implementation

Mission

The City's Mission is to develop a Strategy and Implementation Plan for revitalizing and redeveloping Greater Church Street by generating and sustaining economic activity that promotes business development, job creation and workforce development, homeownership, neighborhood stabilization, and targeted capacity building and restructuring in the areas of greatest need.

Phased Planning & Implementation

The planning and implementation of the Greater Church Street Revitalization Plan will require a phased approach and managed process that incorporates community input, multi-disciplined technical support, and milestone reviews of findings and recommendations that are consistent developments of the approved direction.

Revitalization initiatives comparable in size and scope require a Strategic Planning and Implementation Program made up of the following phases:

■ **Phase One: Strategic Planning**

Step One: Community Assessment, Data Collection and Analysis

Step Two: Strategic Plan Assessment and Recommendations

■ **Phase Two: Implementation Planning**

Step Three: Program Development and Implementation Planning

■ **Phase Three: Program Execution**

Step Four: Coordinated Public/Private Initiatives

D. Strategic Planning Process

Study Objectives

The focus of the Greater Church Street Strategic Plan is to address the Phase One scope items outlined above which focus on community assessment and data collection and strategy development. The planning effort is guided by the principle that coordinated strategies are the link between vision and action planning and implementation planning; and implementation planning must be linked to capacity building. Strategies are no good if they can not be executed.

After establishing a clear vision, direction and strategic rationale for land use and policy recommendations, subsequent phases will address detail program development and implementation. The strategic planning activities in Phase One were guided by the following objectives:

- Execute a managed process for working with the City of Norfolk, Redevelopment and Housing Authority, and Community Stakeholders.
- Establish a unified community vision to guide land use planning and decision making.
- Develop a coordinated, market-driven strategy for redeveloping vacant and underutilized land along the Corridor that:
 - Responds to the City's economic development priorities.
 - Responds to economic / market conditions and capitalizes on competitive advantages.
 - Responds to community needs and preferences.
 - Offers a balanced approach to strengthen, restructure, revitalize and reinforce existing uses.
 - Minimizes and overcomes economic isolation and strives to integrate the community into the broader economy.
- Land use recommendations must be based on an understanding of macro and micro socio-economic conditions that impact the existing and desired quality of life as well as market perceptions.

Process

All Stakeholders recognize the importance of collaborating to establish a common vision and shared principles in order to guide planning and make sound recommendations. To this end, key activities in the strategic planning process included:

■ *Scope Assessment*

1. Initial Background Data Collection
2. City and NRHA Work Group Organization

■ *Community Assessment and Data Collection*

3. Community Forum and Workshop
4. Document Community Forum and Workshop Input
5. Distribute Comments to the Community
6. Obtain Additional Community Input
7. Complete Scope Assessment Outlining Guiding Principles and Priorities
8. Organize Consultant Resource Team
9. Resource Team Strategic Planning Work Session #1 (Commercial, Service Providers)
10. Resource Team Strategic Planning Work Session #2 (Housing, Commercial, Planning, Infrastructure, Services, Service Providers)
11. Stakeholder Interviews

■ *Preliminary Findings and Recommendations*

12. Complete Preliminary Findings and Recommendations
13. Work Group Review and Feedback

14. Preliminary Findings and Recommendation Refinements
15. City Council Review and Feedback
16. Refine Direction and Confirm Community Review Strategy

■ *Community Review and Input*

17. Community Briefings
18. Refine Preliminary Recommendations
19. Community Public Review Presentation
20. Refine Preliminary Recommendations

■ *Strategic Plan Recommendations*

21. Council Review and Approval

D. Report Organization

The recommendations in this report focus on the approach and key strategic priorities that should guide land use planning and development. In addition, key policy considerations and priorities were identified that guide economic strategy and implementation planning.

The goal is to establish a framework for economic strategy and land use decision making that is market-driven and focuses on implementation capacity building. The policy considerations and priorities were organized into the following broad categories:

- Economic Strategy
- Workforce Development
- Housing Strategy
- Retail Strategy

- Human Services and Education
- Community Networking and Technology
- Public Safety
- Implementation Organization and Capacity Building

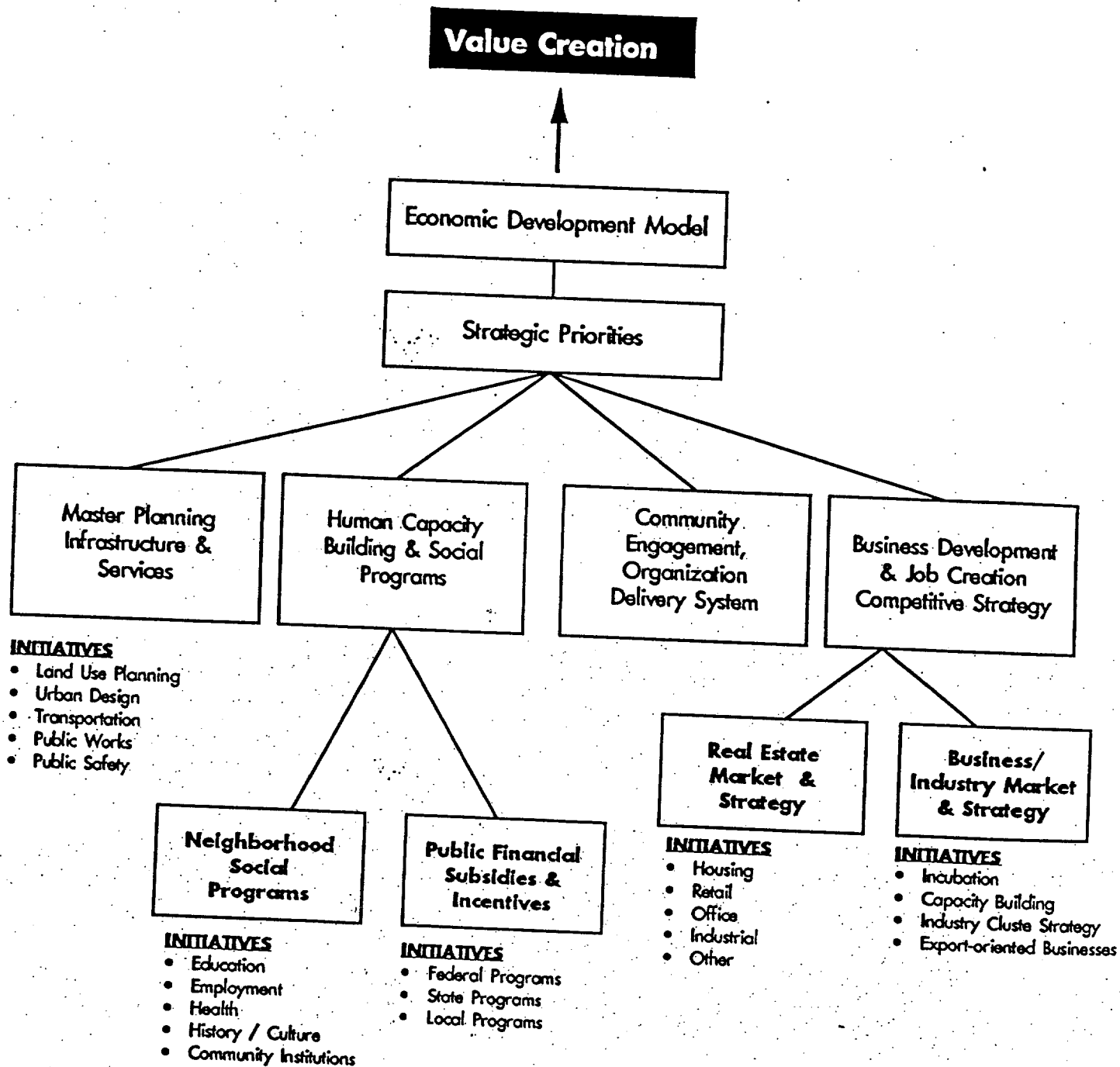
To this end, the report is organized into the following sections:

1. **Background Section**
Outlines the purpose, relevant history, study objectives, approach, and methodology.
2. **Community Context**
Summarizes relevant background data, establishes context for assessing challenges and opportunities, and areas of greatest need.
3. **Strategic Assessment**
Assesses key objectives, challenges, opportunities and strategic priorities within key disciplines based on market research, stakeholder input, and targeted data collection.
4. **Recommendations & Policy Considerations**
Presents master land use and development strategy recommendations, as well as policy considerations and priorities that should guide economic strategy and implementation planning.
5. **Development Guide Plan**
Illustrates the recommended conceptual land use master plan and key design criteria that should guide subsequent program development and implementation planning.
6. **Exhibits & Attachments**
Supporting surveys, planning analysis, and references.

**Neighborhood Commercial Revitalization:
Challenges & Opportunities**

STRATEGIC INITIATIVES

Value Creation



Section 3

Strategic Assessments

Section 3

Strategic Assessments

A. Economic Strategy

Objectives

- *and being* Formulate and implement policies that foster sustainable economic *neighborhoods* development consistent with the City's strategic vision and priorities including the achievement of positive economic outcomes by targeting strategic industries, populations, and areas.
- Build on Norfolk's strengths and manage key challenges in order to realize the following outcomes:
 - Stimulate and leverage private investment in strategically important projects
 - Generate new revenues for the City to utilize in enhancing neighborhoods
 - Increase the total number, diversity and breadth of employment opportunities
 - Increase the total number of qualified works prepared for future jobs

Guiding Principles

- Minimize and overcome economic isolation by integrating economically distressed areas into the broader economy.

- Build on competitive advantages and market opportunities in order to realize sustainable economic results.
- Establish coordinated strategies that restructure, revitalize and stabilize consistent with a unified vision and understanding of key socio-economic factors.
- Structure planning processes that engage multi-disciplines and multiple stakeholders in order to make recommendations that integrate vision, strategy and action planning.
- Link strategy and implementation planning to organizational development and capacity building in order to achieve predictable and sustainable results.

Overview

While Norfolk has experienced a decline in population since the 1970's, today it remains the largest employment center in Southeast Virginia. Norfolk has more jobs within its city limits than residents. The upside of this trend emphasizes the importance of the City's development policies and programs targeted at business / job retention and growth and a balanced approach for strengthening neighborhoods and downtown. Further, it emphasizes the strategic importance of the Greater Church Street area. The strategic planning process affords an opportunity to address multiple priorities within the context of a single comprehensive plan, such as: neighborhood revitalization and stabilization; homeownership and attracting new residents to live in the City; business/ job retention (i.e. Mid-Town Industrial Park); neighborhood commercial; and entrepreneurial development, education, human services, and capacity building.

Opportunities

- **Economic / Business Strategy.** Leverage the opportunity that exists to utilize several Federal and State Economic Revitalization Programs to advance the City's economic development policies and programs (i.e. Federal Empowerment Zone, Federal Enterprise Community, State Enterprise Zone, Regional Workforce Initiatives, City Human Service and Capacity Building Programs).
- **Workforce Development.** Improve access to employment training, counseling and job opportunities for youth and adults; concentrate on hard (job training) and soft (personal) skills as well as neighborhood one-stop services.
- **Housing Revitalization & Stabilization.** Strengthen Greater Church Street's identity as a desirable residential address by: encouraging homeownership and housing rehabilitation, and a mix of market and affordable housing opportunities.
- **Retail / Commercial Strategy.** Build on locational and market competitive advantages to encourage concentrated, cluster development in strategically important areas that strengthen existing businesses; attract new businesses; and appropriately integrate old and new business consistent with a unified vision.
- **Planning, Infrastructure & Services.** Strategically prioritize community building programs as well as target public investment in capital and service delivery improvements (in the areas of greatest need) in order to: attract private development consistent with a unified Plan; and address destabilizing challenges directly that require immediate intervention as well as long-term strategies to address structural issues (i.e. crime, public education).

- **Human Service, Education and Capacity Building.** Insure that business strategy and land use development recommendations are made with an understanding of broader community challenges and opportunities including relevant socio-economic factors.
- **Implementation Organization & Capacity.** Plans must realistically address the investment required to strengthen the organizational and financial capacity needed to execute a comprehensive Revitalization Plan. Public investment decisions must weigh potential benefits and opportunity costs if appropriate action is not taken to leverage available resources at this time.
- **Community Networking and Technology.** Build collaborative networks that strengthen and build partnerships that can: better address areas of greatest need; leverage technology to more effectively share relevant information, and receive feedback; and manage the flow of input, instructions, and decisions.

Challenges

- Meaningfully engaging the community to establish a unified vision and strategic framework to guide future land use as well as policy and program development decisions.
- Establishing a multi-disciplined implementation approach with sustained focus.
- Addressing economic gaps that must be closed in order for the public and private sectors to work together in collaboration to achieve stated objectives.

Priorities

- Confirm and refine (as required) the community's vision and the strategic framework that will guide recommendations consistent with the City's economic priorities and market conditions.
- Establish an Implementation Management Team and supporting Work Group structure that includes the City, NRHA, Empowerment Zone, Regional Workforce Development, and key Employment Training Service Providers in developing and executing a coordinated economic revitalization strategy.
- Establish quantitative objectives to the extent possible for key areas of the Revitalization Strategy so desired measurable outputs can be used to guide organizational capacity building.

B. Retail Strategy

Objectives

Build on Greater Church Street's locational and competitive advantages in order to strengthen existing retail establishments, as well as attract new uses that together generate sales levels (from residents within and outside the primary trade area) that support the additional investment required to create sustainable retail/commercial districts.

Guiding Principles

- Plan for commercial space needs primarily in response to the needs of Greater Church Street residents, and secondarily in response to consumers that may be attracted from outside the area as its commercial offerings and amenities become more appealing.
- Recommend sites for commercial development, which reinforce the performance of existing retail space and support the performance of a sustainable critical mass.
- Appropriately size the amount of commercial space and recommend complementary uses in order to optimize overall performance.
- Encourage a mix of compatible uses (i.e. residential, office, institutional, retail) that are organized to create a strong, retail-friendly sense of place, critical mass, and economic synergies.
- Recognize that recommended commercial development must be consistent with the long-term vision for revitalizing and stabilizing the neighborhoods within the Greater Church Street community.

Overview

The Church Street Corridor is simultaneously a neighborhood retail district and a highway oriented commercial corridor. Commercial enterprises drawn purely to vehicle counts in a highway corridor are seldom the uses which best serve the residents of the surrounding residential areas. Traffic-seeking businesses typically provide ancillary goods and services rather than the core needs of local residents. The future vision for Church Street and related development recommendations are intended to discourage continuous, freestanding uses such as fast food, car washes, gas stations and convenience stores.

Opportunities

- Sufficient demand exist to support at least an additional 110,000 square feet of new retail space (within the Church Street Corridor extending from Granby Street to Brambleton Avenue) in addition to the estimated 146,000 square feet of existing retail space.
- The allocation of existing uses by merchandise lines reflects an under-representation of "comparison goods" merchandise (i.e. apparel, shoes, furniture/appliance, and house wares) and restaurants.
- Given the documented retail demand from nearby markets and the requirement to cluster uses at strong locations, the strongest retail opportunities exist at the existing commercial district between Virginia Beach Avenue and Brambleton Avenue, and the Park Place Triangle at Granby, Church and 26th Street.
- Creating the strongest retail district positioning at these locations will create targeted opportunities for a grocery store anchor (in the case of the Park Place Triangle) and local independent and franchise operators in retail, personal service and restaurant categories.

Challenges

- Undertaking the necessary redevelopment at strategic locations in accordance with supportable return on investment thresholds for the public and private sectors.
- Packaging the opportunities into business proposals with sufficient critical mass to create viable development opportunities.
- Targeted recruitment of strong operators and complementary uses that create synergy.
 - Targeted entrepreneurial capacity building to address technical assistance and financing needs of local businesses.
 - The western edge between Virginia Beach Boulevard and Brambleton Avenue can accommodate new, centrally located, contiguous retail and restaurant space if an existing non-conforming use (produce wholesaler) can be relocated. This is a strategically important location, which affords the opportunity to bridge new and existing uses in order to create a stronger district.

Priorities

- Emphasize housing infill strategies at the center of the Study Area in order to create new demand, promote residential revitalization and stabilization, and strengthening the residential address consistent with the strategic vision.
- Target retail / commercial restructuring and concentrated cluster development at the north (Park Place Triangle) and south (Church Street Commercial Core) ends of the study area.

- Develop coordinated strategies for stimulating new development at the Downtown Plaza that strives to strengthen linkages to the Church Street core and cross-utilization.
- Encourage the relocation of public and institutional uses within the Church Street Commercial Core in order to increase day and evening traffic.

C. Housing Strategy

Objectives

Build upon locational advantages, the area's unique heritage, and progress to date in order to strengthen the neighborhood's appeal as a desirable residential address that is attractive to a mix of new and existing homeowners.

Guiding Principles

- Leverage publicly controlled land to create desirable residential addresses and public spaces.
- Encourage extensive residential infill development integrated with clusters of concentrated mixed-use commercial development.
- Establish a unified vision that can be translated into guidelines that will yield development that reflects the competitive advantages of urban living.
- Reduce the density of concentrated low-income families and improve access to housing and employment opportunities in the broader economy.

Overview

While greater Church Street continues to face many challenges, significant progress has been made in creating a desirable residential address for a range of income levels. All the attributes that make urban living desirable are reflected throughout the area. Likewise, there are pockets dispersed throughout the area that reflect the destabilizing conditions found in economically distressed areas.

The Study Area includes three public housing units built in the 1950's and 60's that represent approximately 1,900 units located on 100 acres. Public housing combined with the range of other housing offerings makes this area one of the most diverse in the City as reflected in the mix of residential projects outlined below:

■ Young Terrace	752	Public housing
■ Tidewater Gardens	626	Public housing
■ Calvert Square	309	Public housing
■ Barberton	46	Moderately priced duplexes
■ Calvary Towers	112	Subsidized elderly apartments
■ McCullough Haven	86	Affordable garden apartments
■ Attuck's Square	28	Moderately priced single family
■ Attuck's Square West	28	Moderately priced single family
■ Ulysses Turner	124	Affordable market apartments
■ Norfolk Health Care	180	Bed nursing home
■ Olde Huntersville	100	Single family infill

As reflected above, since the 1980's efforts concentrated on providing elderly as well as multi-family and single family housing targeted at low and moderate-income households.

The delivery system that developed this housing consists of: the Norfolk Redevelopment & Housing Authority; the Olde Huntersville CDC; Housing Non-Profits; Church Non-Profits; and Private Developers. NRHA is the implementation agency charged with: acquiring and clearing property; designing and contracting infrastructure construction; and selling cleared land for development. The Olde Huntersville CDC has served the community by providing primarily infill single family housing and is expected to continue their good work in the future.

The City Council adopted a policy to encourage the development of affordable single family homes (\$125,000 to \$150,000) in Greater Church Street and recently approved the Anne-Outten Street project that will add 28 new single family units.

Recent housing studies have estimated a demand for approximately 5,500 new housing units in Norfolk of which approximately 1,500 additional units will be needed in desirable downtown neighborhoods. This positive trend underscores the renewed interest in downtown living as well as the strategic importance and potential of the Greater Church Street area to attract a portion of this demand.

Opportunities

- Strengthen the collaboration between private, public and non-profit developers of housing and the City in order to implement a plan of action consistent with a unified vision.
- Leverage public land ownership to create new residential addresses as well as revitalize and stabilize existing neighborhoods.
- The timely execution of a comprehensive *Ham* revitalization strategy will make the greatest impact in changing market perceptions about the *City* area and positively influencing investment decisions and outcomes.
- Develop a plan to leverage available Federal, State and Local community development programs to stimulate sustained economic activity that enhances the quality of life.

Challenges

- Develop a coordinated strategy for addressing critical socio-economic challenges directly that are destabilizing influences for any neighborhood (i.e. crime & drug prevention, at-risk youth, unemployment etc.).
- Develop a coordinated strategy for addressing revitalization and stabilization challenges in areas with the oldest housing stock, high densities, high absentee ownership, and physical decline resulting from disinvestment.

Priorities

- Establish an Implementation Management and Work Group structure that incorporates key disciplines and stakeholders in a managed process that addresses:
 - Planning and Program Development
 - Code Enforcement
 - Zoning & Design Guidelines
 - Targeted Capital & Infrastructure Improvements
 - Land Assemblage & Land Banking
 - Rehab & Home Purchase Financing
 - New Construction Development & Special Financing
 - Commercial Development Integration
 - Targeted Planning, Infrastructure & Service Improvements
- Encourage complementary commercial development consistent with a consensus vision that strengthens existing retail and provides new offerings that enhance the desirability of the neighborhood.

- Address directly critical issues that impact quality of life and neighborhood desirability.
- Prioritize efforts to develop a comprehensive strategy for conserving and stabilizing Olde Huntersville.
- Advance the City Council's policy of providing single family housing opportunities in the \$100,000 to \$150,000 range.
- Advance the City Council approved Development Policy that encourages the clustering of commercial development into concentrated districts.

C. Planning, Infrastructure and Services

Objectives

Strategically target public investment, economic incentives, the location of city services, and service delivery improvements (consistent with a unified vision and plan) in order to capitalize on market opportunities that will yield sustainable economic revitalization.

Guiding Principles

- Build a shared vision and strategic framework for guiding change that takes into account the broader and neighborhood economy.
- Identify, analyze, and understand the needs of the community and economic / market factors that create competitive advantages.
- Improve the delivery of basic City services through analysis and interagency coordination.
- Establish objectives for investment and development.
- Projects that comply with the City's investment criteria are eligible for the following incentives:
 - Public infrastructure built by City
 - Public amenities built by City
 - Performance based grants
 - Tax increment financing
 - Revolving loan funds

- Federal, state and local incentives
 - City lease of space for public use
 - Lease or sale of City land for nominal payment
- Build an on-going planning process and implementation organization (with capacity) to engage multiple disciplines, stakeholders and inter-agencies in an accountable redevelopment process.

Overview

The Virginia Department of Transportation's widening of Church Street will be completed by Spring 2001 and will include median and other right-of-way enhancements such as: landscaping; general and pedestrian lighting; signalization; crossings; and signage. This alone will make a difference in improving the image of the area. Future efforts must focus on strategically making additional improvements that advance the vision for the area consistent with a comprehensive implementation plan.

Opportunities

- Close economic gaps that constrain the positive economic outcomes desired by addressing in a coordinated, comprehensive manner the targeted restructuring, revitalization and restoration requirements of the Greater Church Street Study Area.

Challenges

- **Restructuring:** Addressing areas where there has been a significant loss of urban fabric and declining public amenities and infrastructure. Substantial clearance and a related commitment to the management of vacant property is necessary. Land assembled will create significant future redevelopment opportunities. The highest priority will be the clearance of vacant and blighting structures while emphasizing human services programs and maintenance of remaining viable housing stock and economic development programs.
- **Revitalizing:** Focusing on areas where moderate amounts of the original man made and natural urban features have been lost or threatened. Initial signs of decline should be supported with demolition and infill programs, which affect housing, commercial or industrial uses. The highest priority will be the improvement of public services and amenities in combination with human services and housing rehabilitation assistance programs. Economic development programs may be called for in these areas and should be keyed to community needs. There will be moderate changes in the existing development pattern and average densities.
- **Reinforcing:** Focusing on areas where almost all of the original man made and natural urban fabric has been well maintained and is in good condition. It is important to instill public confidence in neighborhood conditions. Maintenance efforts are critical in these areas. The highest priority will be the delivery of public services, human services, and home ownership promotion. There will be no major changes in the existing development pattern and average densities.

Priorities

- Target Olde Huntersville for comprehensive revitalization and stabilization actions designed to conserve and restore the area.
- Target the Church Street commercial core for public restructuring and revitalization actions to strengthen the existing commercial district at this strategically important downtown location.
- Target the Downtown Plaza for private re-merchandising and restructuring facilitated by the City and strengthened by revitalization in the Greater Church Street area.
- Target the Midtown Industrial Park for revitalization to help strengthen, retain, and attract new businesses.
- Target the Park Place Triangle for restructuring actions in order to capitalize on commercial opportunities resulting from locational advantages at this important crossroad and gateway location.

E. Human Services and Education

Objectives

Explore ways to improve the human service delivery system in the areas of greatest need by: improving the coordination between services; identifying needed services that may not exist or need to be expanded; and improving access for residents within and outside of the neighborhood.

Guiding Principles

- Recognize that the most destabilizing influences and conditions (i.e. crime, drug dependency, juvenile delinquency, teenage pregnancy, job skill deficiencies etc.) require immediate intervention as well as long term strategies to address structural issues.
- Encourage one-stop service delivery at the neighborhood level within a facility and/or conveniently located within the district.
- Recognize that content issues related to the delivery of human services must be addressed by experts and specialist in the field.
- In order to improve overall effectiveness and make a difference in the lives of residents (on many fronts), a system of care must address service content (effective engagement of the client), and service delivery (multi-disciplined service networks that leverage resources and create program synergies).
- Leverage technology and untapped human capacity to strengthen collaborative networks and individual access to relevant information.

Overview

Multi-Purpose Center Services

The Huntersville Multi-Purpose Center is a good barometer of the human service needs facing the Community and City. The Center is a part of the City's multi-purpose center network, which provides a range of human services for low-income families. As of November 1, 2000, the following programs and services were provided at the Goff Street location:

- Norfolk Public Schools Adult / Youth Education (City of Norfolk)
- Education Opportunity Center (City of Norfolk)
- Division of Social Services (City of Norfolk)
- Food Stamp Program (City of Norfolk)
- Dept. of Recreation / Pool Services (City of Norfolk)
- Dept. Health Department (City of Norfolk)
- Dept. of Recreation/Pool (City of Norfolk)
- Women, Infants & Children Nutrition Program (State of Virginia)
- Dept. of Juvenile Justice (State of Virginia)
- Mental Health Services (Norfolk Community Services Board)

Family, youth, elderly and employment training services are critical in the Greater Church Street community. Elderly services are concentrated at the

Norfolk Health Care Center and nearby senior citizen housing. Of the services listed above, Mental Health and Drug Rehabilitation services do not have a neighborhood office at the Huntersville Multi-Purpose Center.

Mental Health Services

The Mental Health Services neighborhood office recently moved out of the Huntersville Multi-Purpose Center as part of a program consolidation effort. Huntersville residents and families will have to go to the Va. Beach Boulevard Office for services. Mental Health Services is a city-wide program administered by the Norfolk Community Services Board which has an approximately \$14 million operating budget (1999) that includes:

■ Mental Health Services	\$4.7 million
■ Substance Abuse	\$3.8 million
■ Support Services	\$2.2 million
■ Prevention & Youth Services	\$2.1 million
■ Mental Retardation	\$1.8 million
■ Medicaid Waiver Fees	\$3.0 million

With respect to Drug Abuse Programs, the services are headquartered at the Little Creek Boulevard/Tidewater Drive facility. The Huntersville Multi-Purpose Center does not have a Drug Abuse satellite office.

New Community Outreach Center

The space vacated by Mental Health Services will be utilized by the Tidewater Community College to administer a new Community Outreach Center that will focus on three areas:

- Job Training
- Education
- Neighborhood Revitalization (Capacity Building and Community Organizing)

Workforce Development Initiatives

In parallel to TCC's neighborhood job training efforts, broader workforce initiatives are underway in conjunction with the Empowerment Zone (serving Norfolk and Portsmouth), the Workforce Investment Board (servicing the region), and initiatives associated with the recently approved Hope VI.

Educational and Cultural Programs

Most of the students in the area go to nearby elementary, middle and high schools that generally received low ratings in terms of Standards of Learning performance tests.

With respect to day care, limited facilities exist however this does not respond to the huge demand for services by working mothers in an area that has a high percentage of single-headed households.

With respect to cultural amenities, the historic Attuck's Theater is currently being renovated by a community-based non-profit that is in the final stages of a \$5 – \$6 million capital campaign. The primary objective is to restore the theater for use as a performing arts facility. The City has committed to own and operate

the theater as well as expand the range of services provided to include educational programming targeted at youth, adults and families.

Opportunities

- **Neighborhood One-Stop Services Network.** Strengthen and expand the range of services offered to families in the areas of greatest need, as well as to locate these services in the same general vicinity in order to help improve resident access and program effectiveness.
- **Mental Health Care.** To help strengthen the care system in order to provide responsible, appropriate care, treatment, and training in the least restrictive setting possible.
- **Health / Nutrition Education.** To positively impact the entire family's nutritional status through education, supplementing food income, and preventative health measures.
- **Crime Prevention/Juvenile Services.** Reduce crime, delinquency and drug activity by linking juveniles and parents to services that will improve their quality of life.
- **Community Policing.** Strengthen current efforts to prevent crime in coordination with a comprehensive revitalization and community building effort.
- **Youth Services.** Respond to the huge need to provide educational opportunities that augment the public school system; as well as enrichment programs that excite youth about learning and preparing for the future.
- **Senior Services.** Strengthen current efforts to respond to the needs of an aging community that desire to live close to their community.

Priorities

- Address areas of greatest need directly that constrain efforts to: drastically improve the quality of life and perceptions about the area; attract business owners and home owners to invest in the area and become vested Stakeholders. Top priorities impacting neighborhood and commercial revitalization/ stabilization include:
 - Crime and Drug Prevention (Target Youth and Adults: link to family, schools, court system)
 - At-Risk Youth Services (Target Youth: link to family, school, court system)
 - Employment Training, Referral and Counseling (Target Adult/Youth: link to school, family, job market)
 - Child Care and Transportation Support For Employment Programs (Adults: link with flexible scheduling to family, employer, child care provider, and transportation provider)
- The concentration of churches in the area can continue to play a leading role in contributing to the human service delivery system's capacity to address the top priority issues outlined above plus the myriad of other critical issues that impact quality of life, and, in many cases, family survival.

**Human Services and Education
Huntersville Multi-Purpose Center**

Service Visits

	Total Visits (FY 1999/00)	%
Norfolk Public Schools	2, 121	1.5%
Division of Social Services	15, 996	9%
Food Stamp Program	47,363	26%
Health Department	591	0.5%
Women, Infant & Children (WIC)	22, 708	13%
Education Opportunity Center	191	0.25%
Probation	3,072	1.75%
Recreation	32, 402	18%
Pool	<u>53, 629</u>	<u>30%</u>
Total / Year	178, 073	100%
Total / Month	14, 839	8%

Human Services and Education
Huntersville Multi-Purpose Center Program Assessment

Administration

Department:	Division of Social Services
Government Jurisdiction:	City of Norfolk
Services Provided:	Planning, direction and coordination of a variety of programs that benefit the citizens of Norfolk and promote the quality of life within the City. Includes direct liaison with individuals and groups in the community and support staff throughout the City.
Client Profile:	See Statistical Data Sheet
Major Challenges:	Establishing and implementing program by consulting with Departments and Civic Groups.
Major Opportunities:	Developing partnerships with strategic community organizations, businesses and other institutions. Plan and coordinate center activities and operations.
Top Priorities:	Scheduling of programs and center activities, planning and Coordinating center operations, developing partnerships with other city departments and community organizations.

Human Services and Education
Huntersville Multi-Purpose Center Program Assessment

Health and Nutrition Programs

Department:	Women, Infant & Children (WIC) Program
Government Jurisdiction:	State of Virginia
Services Provided:	Provides supplemental foods and nutrition education to eligible persons. The program will also serve as an adjunct to good health care by promoting healthy outcomes of pregnancy, good food habits and improved health of women, infants and children. The WIC Program is funded by the United States Department of Agriculture (USDA). Unlike other federal programs, the WIC Program not only provides nutritious foods but also provides nutrition education and referrals to the health care system.
Client Profile:	The Special Supplemental Nutrition Program for Women, Infants, and Children (WIC). Pregnant and breastfeeding women, and mothers after delivery, even if they decide not to breastfeed, infants (birth – 12 months), and children (over 12 months to 5 years) must meet certain income guidelines and be at nutritional risk for WIC eligibility.
Major Challenges:	Clients receive nutrition education and food vouchers that can be redeemed at WIC authorized stores. Oftentimes, clients begin with the program and then cease to participate for various reasons, including lack of transportation or work issues.
Major Opportunities:	We can impact the entire family's nutritional status through education and supplementing their food income.
Top Priorities:	We need to work diligently to increase our caseload and reach even further into the community to provide services.

**Human Services and Education
Huntersville Multi-Purpose Center Program Assessment**

Mental Health Services

Department: Norfolk Community Services Board

Government Jurisdiction: Blended

Services Provided: Fiscal Year 1999 Operating Revenues:
\$13,909,516*

Mental Health Services	\$4,694,287	33.7%
Substance Abuse	\$3,764,099	27.1%
Support Services	\$2,193,076	15.8%
Prevention/Youth Services	\$2,107,454	15.2%
Mental Retardation	\$1,146,796	08.2%

**** Does not include Medicaid Waiver Fees of \$3,000,000***

Client Profile:

Mental Health Services	4,242
Mental Retardation Services	747
Substance Abuse Services	3,531
Prevention/Youth Services	<u>26,703</u>
Grand Total of All Individuals Served	35,223

Major Challenges:

1. Affordable housing that is safe and appropriate for people with mental disabilities.
2. Increased vocation training and job opportunities (sheltered workshops to full competitive employment).

Major Opportunities: The Norfolk Community Services Board strives to provide a system of care wherein responsible and appropriate care, treatment, and training shall be provided in the least restrictive setting.

Top Priorities: To overcome our major challenges.

Human Services and Education
Huntersville Multi-Purpose Center Program Assessment

Probation

Department:	Department of Juvenile Justice
Government Jurisdiction:	State of Virginia
Services Provided:	Supervision and monitoring of juveniles who have been adjudicated and ordered to complete probation.
Client Profile:	Juveniles between the ages of 10 and 18 years old. Most juveniles are young men who have committed a criminal offense. Some are young ladies who have committed a criminal offense. The Huntersville Probation Office serves about 140 juveniles and their families. Between 210 and 300 juveniles come into the probation office monthly. All juveniles and families are residents in the City of Norfolk, except Ocean View and Norview.
Major Challenges:	To reduce crime and delinquency in the City and to help juveniles become better citizens and positively impact the community.
Major Opportunities:	Linking juveniles and parents to services that will improve their quality of life.
Top Priorities:	Protection of the citizens in the Commonwealth of Virginia. Provide juveniles with opportunities of reform.

Human Services and Education

Huntersville Multi-Purpose Center Program Assessment

Recreation

Department:	Neighborhood & Leisure Services
Government Jurisdiction:	City of Norfolk
Services Provided:	Recreational, educational and community service programs for the Huntersville community.
Client Profile:	Predominantly black youth, teens, adults and seniors (male and female). Our average monthly attendance is approximately 2,300-2,500 participants. Most clients come from the surrounding neighborhoods such as Old Huntersville, New Huntersville, Barberton and Huntersville Village Apartments. In addition, some clients come from Barraud Park, Stone Bridge and the Little Creek Road area.
Major Challenges:	Community building; additional funding for staff and programming; added transportation services; and lack of computers.
Major Opportunities:	Meeting different people.
Top Priorities:	Computers for participants; fitness room equipment and additional funding for Recreational Programs.

Human Services and Education
Huntersville Multi-Purpose Center Program Assessment

Pool

Department:	Neighborhood & Leisure Services
Government Jurisdiction:	City of Norfolk
Services Provided:	Swimming lessons; certification programs. Recreational and competitive swimming events.
Client Profile:	Residents of the City of Norfolk and surrounding areas.
Major Challenges:	Negative public perception of the area and facility; and upgrading the facility.
Major Opportunities:	Opportunity to expand services to respond to needs; improve programming and supervision.
Top Priorities:	Do the best job possible with the amenities that are available in order to meet the needs of all the clients; and continue to provide a safe facility and variety of programs.

Crime Report
City vs. Study Area

<u>Crime</u>	<u>City</u>	<u>Greater Church Street</u>
Homicide		
1999	34	4
2000	49	5
Variance	+15	+1
Percentage	+44%	+25%
Forcible Rape		
1999	164	6
2000	144	10
Variance	-20	+4
Percentage	-12%	+67%
Sodomy		
1999	56	4
2000	34	2
Variance	-22	-2
Percentage	-39%	-50%
Robbery / Individual		
1999	875	72
2000	839	64
Variance	-36	-8
Percentage	-4%	-11%
Robbery / Commercial		
1999	151	6
2000	167	2
Variance	+16	-4
Percentage	+11%	-67%
Aggravated Assault		
1999	693	66
2000	704	74
Variance	+11	+8
Percentage	+2%	+12%
Burglary / Residential		
1999	1,642	55
2000	1,566	53
Variance	-76	-2
Percentage	-5%	-4%

Crime Report
City vs. Study Area

<u>Crime</u>	<u>City</u>	<u>Greater Church Street</u>
Burglary / Commercial		
1999	423	22
2000	478	25
Variance	+55	+3
Percentage	+13%	+14%
Larceny		
1999	4,152	168
2000	3,934	140
Variance	-218	-28
Percentage	-5%	-17%
Purse Snatching		
1999	30	0
2000	20	2
Variance	-10	+2
Percentage	-33%	NC
Shoplifting		
1999	394	24
2000	1,194	71
Variance	+755	+47
Percentage	+192%	+196%
Larceny from Auto		
1999	3,179	125
2000	3,066	94
Variance	-113	-31
Percentage	-4%	-25%
Larceny Parts Auto		
1999	1,604	88
2000	2,003	93
Variance	+399	+5
Percentage	+25%	+6%
Larceny of Bicycle		
1999	358	8
2000	360	11
Variance	+2	+3
Percentage	+1%	+38%

Crime Report
City vs. Study Area

<u>Crime</u>	<u>City</u>	<u>Greater Church Street</u>
Stolen Auto		
1999	1,561	107
2000	2,148	105
Variance	+587	-2
Percentage	+38%	-2%
Vandalism		
1999	3,509	171
2000	3,945	165
Variance	+436	-6
Percentage	+12%	-4%
Indecent Exposure		
1999	72	4
2000	42	1
Variance	-30	-3
Percentage	-42%	-75%
TOTALS		
1999	18,897	930
2000	20,648	917
Variance	+1,751	-13
Percentage	+9%	-1%
Runaways		
1999	554	62
2000	991	81
Variance	+437	+19
Percentage	+79%	+31%

NOTES:

1. NC – Not Calculable – Increase from zero cannot be calculated mathematically.
2. When comparing increases in small numbers, a small increase equals a large percentage increase.
3. The increase in shoplifting is primarily due to the reclassification of reports originally classified incorrectly.
4. Comparison periods for runaways are 2/99 - 10/99 compared to 2/00 -10/00.

Source: City of Norfolk Police Department

Norfolk Public Schools
2000 – 2001 Accreditation Ratings

For now, this is how Virginia will rate its public schools. The standards get tougher in 2003 – 04. If the tougher standards aren't met by the end of the 2005 – 06 school year, schools could lose state accreditation.

1. **Fully Accredited** – Seventy percent of eligible students pass Standards of Learning tests in the four core academic areas: English, math, science and social studies.

In schools housing kindergarten through grade five, English and math pass rates are calculated by combining third- and fifth-grade scores.

Science and social studies pass rates can be calculated by using fifth-grade scores alone. Or, schools can choose to combine third- and fifth-grade scores in science and social studies.

2. **Provisionally Accredited / Meets State Standards** – Has met benchmarks – the interim goals set by the state Board of Education – but not fully Accredited pass rates.
3. **Provisionally Accredited / Needs Improvement** – Fails to meet benchmarks in one or more areas.
4. **Accredited With Warning In Specific Area(s)** – Pass rate is 20 percentage points below any benchmarks.
5. **Conditionally Accredited** – New schools, pending their first SOL tests.

Norfolk Public Schools
2000 – 2001 Accreditation Ratings

Elementary Schools	Rating
Larchmont	1
Tarrallton	1
Mary Calcott	2
Crossroads	2
Ghent	2
Granby	2
Larrymore	2
Norview	2
Oakwood	2
Sewells Point	2
W.H. Taylor	2
Tidewater Park	2
Willard Model	2
Bay View	3
Camp Allen	3
Chesterfield Academy	3
Fairlawn	3
Ingleside	3
Little Creek	3
Ocean View	3
Oceanair	3
Poplar Halls	3
St. Helena	3
St. Mary's Infant Home	3
Sherwood Forest	3
Suburban Park	3
Tanners Creek	3
Willoughby	3
Bowling Park	4
Campostella	4
Coleman Place	4
Jacox	4
Lindenwood	4
James Monroe	4
Roberts Park	4
Young Park	4

**Norfolk Public Schools
2000 – 2001 Accreditation Ratings**

Middle Schools	Rating
Blair	2
Rosemont	2
Azalea Gardens	3
Northside	3
Norview	3
Ruffner	3
Lafayette-Winona	4
Lake Taylor	4
Norfolk Alternative	4

High Schools	Rating
Granby	2
Maury	2
Norview	2
Lake Taylor	4
Norfolk Alternative	4
Norfolk Preparatory	4
Booker T. Washington	4

Source: Virginia Department of Education as reported in The Virginian-Pilot: Nation & World Section, October 26, 2000.

LAND USE RECOMMENDATIONS

ZONE 6

- Strengthen gateway to Church Street corridor
- Encourage grocery anchored neighborhood center

ZONE 5

- Enhance public frontage along Mid-Town Industrial Park corridor

ZONE 4

- Continue to stabilize neighborhood according to vision
- Explore reuse of Brewery property
- Coordinate strategies to promote home ownership, design standards and code enforcement

ZONE 3

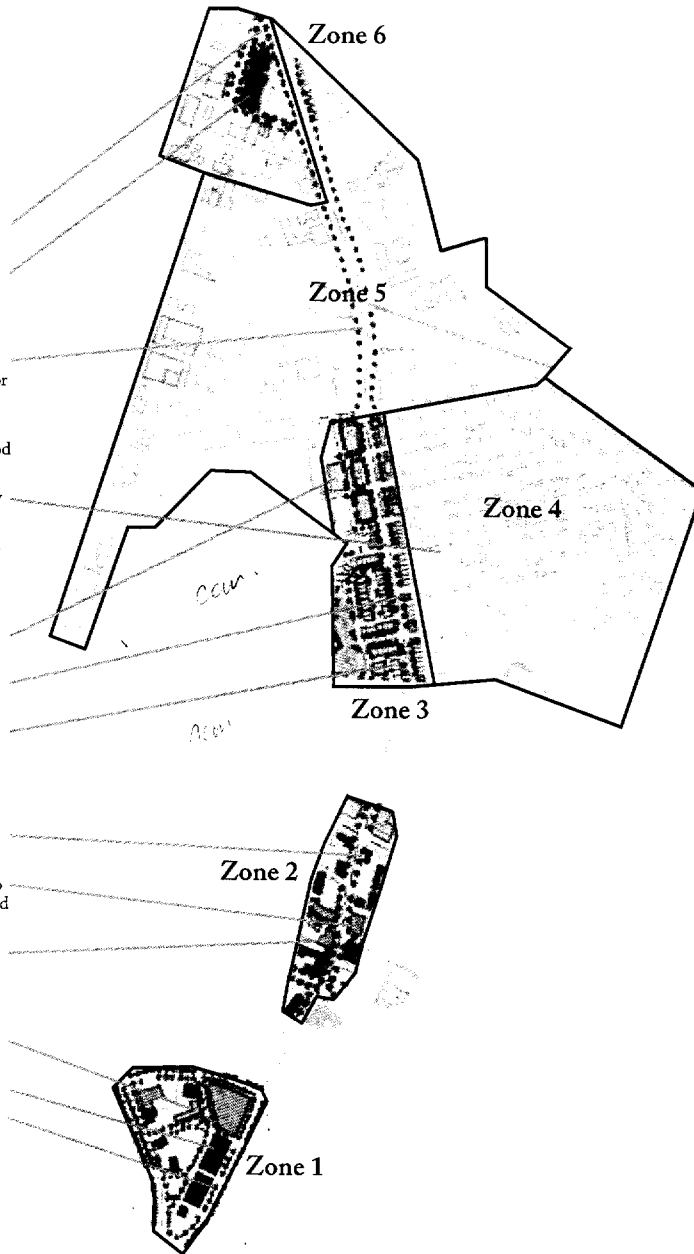
- Evaluate possible community oriented institutional uses
- Enhance existing commercial on Church street
- Create a new residential address with contiguous publicly owned land

ZONE 2

- Attract locally owned restaurants and retail uses
- Convert underutilized buildings to uses that support the neighborhood center concept
- Integrate new construction to create a more unified district

ZONE 1

- Encourage new mixed-use private development
- Identify new anchor retail uses
- Improve frontage and connections to Fenchurch Street



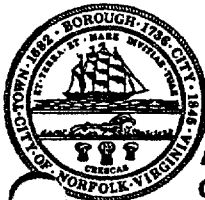
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Greater Church Street Strategic Plan

NOTTINGHAM & ASSOCIATES, INC.
URBAN DESIGN ASSOCIATES

Conceptual Plan

February 2001



City of Norfolk

Office of the City Manager

Cc: Director of Planning

NRHA
Chuck St

December 18, 2001

To the Honorable Council
City of Norfolk, Virginia

Re: Resolution Accepting and Adopting the
Strategic Plan for the Greater Church
Street Corridor

Lady and Gentlemen:

For over eighteen months the staff has been involved in an extensive strategic planning process relating to the revitalization of the Greater Church Street Corridor. The corridor extends from the Zoo to downtown and from Tidewater Drive across to Monticello Avenue. This process has involved the community and various stakeholders, and has resulted in a number of important products. The products include:

- The identification of a new vision for the Corridor;
- The identification of key priorities for the area's redevelopment; and
- A proposed three to five year workplan involving City and private sector resources.

Many of these activities are already underway. As part of this process, we also are recommending that this area be designated as a concentrated development zone, the first for the City. You will recall that over a year ago the Council adopted a concentrated development zone policy, which permits the targeting of public and private resources in the City to key commercial corridors once a thorough consensus-type process is used to identify key priorities for upgrading the area.

You were given a full briefing on the results of our Greater Church Street Corridor study efforts and recommendations at the informal City Council session of December 4, 2001. A similar presentation was made to the Church Street/Huntersville Task Force at the December meeting. For information, I am attaching another copy of the proposed work plan.

The attached resolution has been prepared for your consideration to officially adopt the various products noted above and to designate the area as a concentrated development zone. It is envisioned that specific projects will be identified from the workplan for inclusion in ensuing City budgets. We will be working through the various ideas

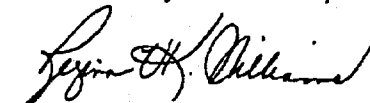
To the Honorable Council
Page 2

suggested by private developers, to date, for specific recommendations to you. Appropriate zoning changes associated with specific land use activities will be proposed as we further implement the work plan as well.

Periodic updates will be provided to you on the progress made and outcomes achieved for this very important, strategic area of our City.

Recommendation: Adopt resolution.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Regina V.K. Williams". The signature is fluid and cursive, with the first name "Regina" being more prominent.

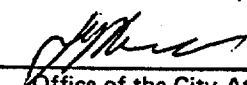
Regina V.K. Williams
City Manager

12/14/01 sn

Form CCO-005

Form and Correctness Approved: **RAP**

Contents Approved:

By 
Office of the City Attorney

NORFOLK, VIRGINIA

By 
DEPT.

Resolution 1,128

R-13

A RESOLUTION ACCEPTING AND ADOPTING THE
STRATEGIC PLAN FOR THE GREATER CHURCH STREET
CORRIDOR.

WHEREAS, the City Staff has been involved in an extensive strategic planning staff process regarding the revitalization of the Greater Church Street Corridor (the "Corridor"), which extends from the Zoo to the Downtown Area and from Tidewater Drive to Monticello Avenue;

WHEREAS, the collaborative planning process with the larger community has sought to identify a new "vision" for the Corridor, the key priorities for the area's redevelopment, and a three to five year work plan involving City and private sector resources;

WHEREAS, the planning process has had a residential emphasis with appropriate commercial and retail development at specific sites;

WHEREAS, through the planning process key priorities have been established and a three to five year work plan has been proposed which will be modified as appropriate as future budgets are approved;

WHEREAS, the Corridor study effort has met the standards identified for consideration as a Concentrated Development Zone;
and

WHEREAS, much of the Corridor is also eligible for Empowerment Zone, Enterprise Zone, and other special funding; now, therefore,

BE IT RESOLVED by the Council of the City of Norfolk:

Section 1:- That City Council encourages and supports efforts to restore, enhance and improve the Greater Church Street Corridor; hereby endorses the Strategic Plan efforts for the Greater Church Street Corridor, the vision, priorities, proposed work plan and land use plan for the area contained therein and hereby designates the area as a Concentrated Development Zone.

Section 2:- That this resolution shall be in effect from and after its adoption.

Adopted by Council December 18, 2001
Effective December 18, 2001

TRUE COPY
TESTE:

R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: _____
DEPUTY CITY CLERK

Greater Church Street Corridor Work Plan Proposed

Project	Objectives
Amenities	
MLK Plaza (1)	Safe area to view the monument
	Area beautification
Attucks Theater (2)	Implementation of cultural activities through a restored theater
Historic Trail	To promote the history of Church Street
	To promote tourism to the area
Cultural Arts and Technology Center (3)	Provide educational and cultural programming for area youth and adults
Landscaping	Continue to beautify the area Remove poor plantings between Brambleton and Goff Street
	Develop new landscaping plan
	Install new landscaping
J. T. West re-use (4)	Re-use of vacant school building
Anne/Outten Street Development (5)	Increasing the range of housing opportunity in the corridor
Former Brewery Site (Lexington and Washington) (6)	Removal of blighting land uses.
	Future residential use
East side Church Street (1300 block/Goff to Johnson) (7)	Expanding housing opportunity in the corridor

Greater Church Street Corridor Work Plan Proposed

Project	Objectives
Young Park and Tidewater Gardens Redesign (8)	Enhancing the livability and attractiveness of two public housing communities
Economic Development	
Hotel Site re-use (Virginia Beach Blvd and Tidewater Drive) (9)	Improve commercial property
Core Site Creation: Consolidate a number of vacant sites near Virginia Beach Blvd.	To strengthen retail core on Church Street
Roswell Street Re-use (11)	Removal of dilapidated land uses; provide opportunities for commercial expansion.
Downtown Plaza Redesign (12)	Reposition an underutilized property
Triangle Site (13) (Intersection of Church Street/Monticello)	Increase grocery and other retail services to underserved area
Armstead Avenue site (14)	Determine future use of soon to be vacated property
Church Street Square (15)	To strengthen commercial centers
Utility Site re-use (16)	Determine re-use of vacated property
St. Julian Ave @Tidewater Drive commercial area re-use/ redesign (17)	Create a more compatible land use
18 th Street site (18) (Vacant NRHA owned parcels north of Graves to 18 th Street)	Develop site in a manner to further plan goals. A non retail use for site
Small Business program development	To strengthen small businesses within the corridor financially and operationally Encourage more small businesses to develop in the area
Strategic Land Acquisition	To update the use of key sites in corridor

Greater Church Street Corridor Work Plan Proposed

Project	Objectives
Minority Business Development Program	Provide additional incentives for the attraction of minority businesses to corridor
Olde Huntersville Neighborhood Strategy (19)	Stronger, stable community
Lindenwood Strategy (20)	Stronger, stable community
MidTown Industrial Rezoning	To create compatible zoning districts
Church Street Rezoning	To ensure zoning appropriate to proposed uses
Neighborhood Edges - Urban Design	To more clearly define the boundaries of residential, commercial, and industrial areas.
Assessment of recreation needs and available resources, including Huntersville Center	Improving the quality of life for area residents
Assessment of employment needs and available resources	Improving the quality of life for area residents
Assessment of training needs and available resources	Improving the quality of life for area residents
Assessment of health care needs	Improving the quality of life for area residents
Transportation needs assessment	Improving the quality of life for area residents
Increased policing in targeted areas	To increase public safety
Development of a CPTED overlay district pilot program	Encourage design that contributes to public safety
Storm water system review	Assure system supports area revitalization
Utility system review	Assure system supports area revitalization
Street system review, including 18 th Street	Assure system supports area revitalization
Obtain Concentrated Development Zone designation	Recognize comprehensive strategy
	Promotes funding prioritization



P. O. Box 968 • Norfolk, Virginia • 23501-0968 • p (757) 623-1111 • f (757) 626-1607 • tdd (800) 545-1833 » www.nrha.us

sent to
Planning
9x

January 23, 2008
File No. 02204049.20

See Attached

SUBJECT: Notification of Activity Under the Virginia Voluntary Remediation Program
1500 Block of Church Street, Norfolk, Virginia (former Brewery site)

Dear Homeowner:

The former Brewery site (Subject Site), which is currently owned by the Norfolk Redevelopment and Housing Authority (NRHA), is participating in the Virginia Voluntary Remediation Program (VRP) administered by the Virginia Department of Environmental Quality (VDEQ). The Subject Site is located on Church Street between Washington Ave. and Lexington Street and is identified in the attached *Figure 1 – Site Location Map*.

The Subject Site, which is currently vacant, was previously used by former owners for residential, commercial, and industrial purposes. Following NRHA acquisition of the Subject Site, residential redevelopment has been under consideration and future planning efforts are ongoing.

The attached Public Notice provides a summary of the site investigation and risk assessment activities that were completed under the VRP on the Subject Site. The Public Notice also summarizes the remedial measures that will be implemented in conjunction with redevelopment of the Subject Site. VDEQ has approved the mitigation measures, and plans to issue a Certificate of Satisfactory Completion under the VRP, pending completion of the remedial measures.

A review of City of Norfolk Real Estate Assessment and Tax Map indicates that you may own property, or represent the owners of property, adjacent to the Subject Site. This notice is provided to you, pursuant to the VRP public participation regulations (9 VAC 20-160-120), to provide notification as an adjacent property owner of mitigation activities on the Subject Site.

If you have any questions or comments, please contact me at (757) 624-8646 or smorales@nrha.us, or Peter J. Oberle, P.E. at (757) 314-2072 or poberle@nrha.us.

Sincerely,

A handwritten signature in black ink that reads 'Steve Morales'.

Steve Morales,
Director of Neighborhood Planning

Attachments: 1. Site Location Map; 2. Public Notice

cc:/ Peter J. Oberle, P.E.

John Keifer, Director of Public Works, City of Norfolk
Stanley Stein, Assistant City Manager, City of Norfolk

MAILED

JAN 24 2008

**NORFOLK
REDEVELOPMENT
HOUSING AUTHORITY**

ALEXAZENE SINCLAIR
1409 CHURCH ST
NORFOLK VA 23504-2414

ALEXIS W FOREMAN
761 WASHINGTON AV
FALLS CHURCH VA 22042-7413

ARGENIS BATISTA,
1417 CHURCH ST
NORFOLK VA 23504-2414

CAROLYN J SIMPKINS
1650 CHURCH ST
VIRGINIA BEACH VA 23464-3067

CHOND M CRUMP, ET AL
1321 CHURCH ST
NORFOLK VA 23510-1805

CURTIS & MICHELLE LEE
1413 CHURCH ST
NORFOLK VA 23504-2414

DAWN HARRIS BADGER
1433 CHURCH ST
NORFOLK VA 23504-2414

DE RONALD T & BONITA M JACKSON
1437 CHURCH ST
NORFOLK VA 23504-2414

EDWARD P EVANS
1401 CHURCH ST
NORFOLK VA 23504-2414

ELNORA EMILY THORNTON
1520 OKEEFE ST
NEW YORK NY 10025-4015

EMILY HAMILTON, ET ALS
726 LEXINGTON ST
NORFOLK VA 23504-2427

HARVEY & FAYE NASH
736 LEXINGTON ST
NORFOLK VA 23504

JAMES T SCOTT ET AL
1425 CHURCH ST
NORFOLK VA 23504-2414

JANET Y SUTTON-HARRELL
1301 CHURCH ST
NORFOLK VA 23504-2708

JOANN RICHARDSON
745 WASHINGTON AV
NORFOLK VA 23504-2442

KIMBERLY ALDRIDGE
1405 CHURCH ST
NORFOLK VA 23504-2414

LESTER WHITE
741 WASHINGTON AV
NORFOLK VA 23504

LINDA HORSEY
912 WASHINGTON AV
NORFOLK VA 23504-2536

LISA A ROUNDTREE
1524 OKEEFE ST
NORFOLK VA 23504-2435

LORENZO L & GLYNNISS L PRESTON
1421 CHURCH ST
NORFOLK VA 23504-2414

MALINDES G ROBINSON
715 WASHINGTON AV
NORFOLK VA 23504-2442

MARCUS J STEWART
723 WASHINGTON AV
NORFOLK VA 23451

MARK T & CALETHIA C PATTERSON
1313 CHURCH ST
NORFOLK VA 23504-2708

MELVIN NEWBY
742 LEXINGTON ST
NORFOLK VA 23504

MIRIAM F PORTER
762 LEXINGTON ST
NORFOLK VA 23504-2463

MONICA STEWART
800 LEXINGTON ST
VIRGINIA BEACH VA 23450

ROGER D & MELANIE A HALL
1317 CHURCH ST
NORFOLK VA 23504-2708

SYLVIA O MCGILL
754 LEXINGTON ST
NORFOLK VA 23504-2463

THUY DANG
716 LEXINGTON ST
VIRGINIA BEACH VA 23453-2258

TONYA L WHITE
1305 CHURCH ST
NORFOLK VA 23504-2708

VIVIAN C BLOCKER
1309 CHURCH ST
NORFOLK VA 23504-2708

W D & SABRINA J SCOTT
1429 CHURCH ST
NORFOLK VA 23504-2414

765 WASHINGTON AVENUE LLC
765 WASHINGTON AV
NORFOLK VA 23504-2442

C M DEVELOPMENT INC ET AL
1508 OKEEFE ST
VIRGINIA BEACH VA 23471-0218

DAVID J JR & MELINDA B LISTON
712 LEXINGTON ST
VIRGINIA BEACH VA 23540-9150

GRAVES INVESTMENTS LLC
1631 CHURCH ST
NORFOLK VA 23504-2311

O'KEEFE APARTMENTS LLC
1507 OKEEFE ST
NORFOLK VA 23504-1619

UNITED ORDER OF TENTS OF J.R.
1620 CHURCH ST
NORFOLK VA 23504-2312

WALTER R MANGUM, JR
753 WASHINGTON AV
NORFOLK VA 23504-2442

PUBLIC NOTICE

TAKE NOTICE that the Norfolk Redevelopment and Housing Authority (NRHA) was notified by the Virginia Department of Environmental Quality (VDEQ) that an application for participation in the Virginia Voluntary Remediation Program (VRP) was deemed acceptable for the property located on the 1500 block of Church Street (former Brewery Site), in the Olde Huntersville section of Norfolk, Virginia. The former Brewery Site is identified as map and parcel number 38828300 on the City of Norfolk Real Estate Assessment and Tax Map. The approximate 3-acre property is shown on Plat 0671, in the Huntersville (200190) neighborhood.

The former Brewery Site, which is currently vacant, was used by previous owners for residential, commercial and industrial purposes and will be redeveloped with a residential development of 27 townhouses. A series of site investigation studies have been completed under the VRP to assess current environmental conditions and these efforts are documented in a report entitled "Risk Assessment for the Brewery Site, Norfolk, Virginia" (SCS Engineers, February 28, 2007) available on NRHA's website www.nrha.us. The site investigations identified areas within the site containing organic and inorganic compounds at concentrations exceeding natural background levels for soil and groundwater. The risk assessment evaluated the potential human health risks resulting from the elevated compound concentrations. Based on the findings, NRHA proposes to remediate the site and record deed restrictions in the land records for the City of Norfolk. The deed restrictions will restrict the use of groundwater at the site. NRHA will also incorporate and implement engineering controls into the redevelopment plan to eliminate any potential risks during redevelopment and to eliminate any potential risks to future site occupants and visitors. These mitigation measures have been approved by VDEQ and will address potential risks to area residents identified by site investigations. Anyone requesting further information, or proposing any comments, may contact Steve Morales, NRHA Director of Neighborhood Planning at (757) 624-8646 or smorales@nrha.us or Peter J. Oberle, P.E., Director of Design and Construction Services at (757) 314-2072 or poberle@nrha.us or write NRHA, 201 Granby Street, Norfolk, VA 23510. This notice is provided pursuant to 9 VAC 20-160-120.



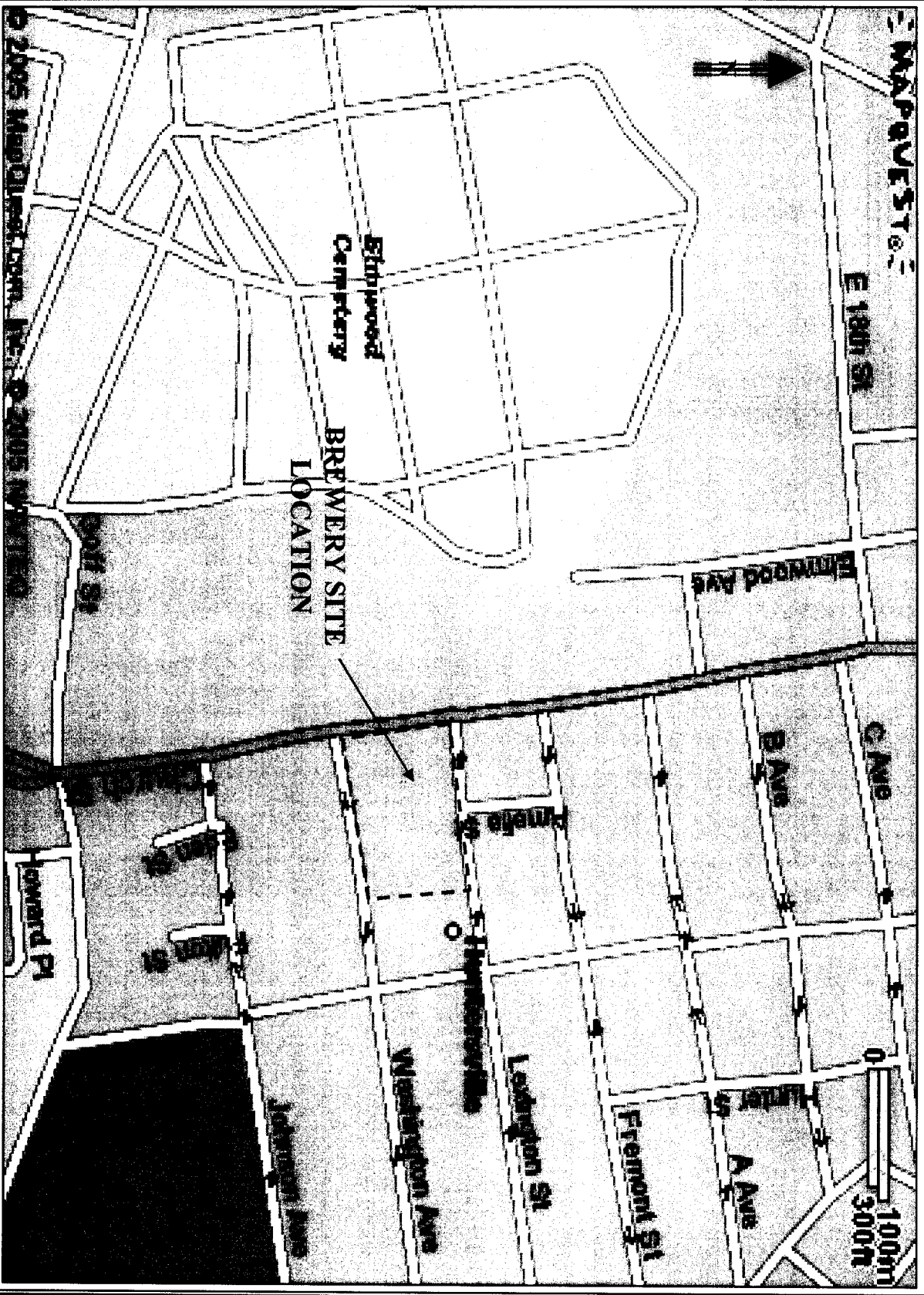


Figure 1. Site Location Map

Greater Church Street Corridor Proposed Implementation Strategies

Project	Objectives
Amenities	
MLK Plaza (1)	Safe area to view the monument Area beautification
Attucks Theater (2)	Implementation of cultural activities through a restored theater
Historic Trail - corridor TRAIL \$1,000,000 grant	To promote the history of Church Street To promote tourism to the area
Cultural Arts and Technology Center (3)	Provide educational and cultural programming for area youth and adults
Landscaping	Continue to beautify the area Remove poor plantings between Brambleton and Goff Street Develop new landscaping plan Install new landscaping
J. T. West re-use (4) NRHP	Re-use of vacant school building
Anne/Outten Street Development (5)	Increasing the range of housing opportunity in the corridor
Former Brewery Site (Lexington and Washington) (6)	Removal of blighting land uses. Future residential use
East side Church Street (1300 block/Goff to Johnson) (7)	Expanding housing opportunity in the corridor

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Greater Church Street Corridor Proposed Implementation Strategies

Project	Objectives
Young Park and Tidewater Gardens Redesign (8)	Enhancing the livability and attractiveness of two public housing communities
Economic Development	
Hotel Site re-use (Virginia Beach Blvd and Tidewater Drive) (9)	Improve commercial property
Core Site Creation: Consolidate a number of vacant sites near Virginia Beach Blvd.	To strengthen retail core on Church Street
Roswell Street Re-use (11)	Removal of dilapidated land uses; provide opportunities for commercial expansion.
Downtown Plaza Redesign (12)	Reposition an underutilized property
Triangle Site (13) (Intersection of Church Street/Monticello)	Increase grocery and other retail services to underserved area
Armstead Avenue site (14)	Determine future use of soon to be vacated property
Church Street Square (15)	To strengthen commercial centers
Utility Site re-use (16)	Determine re-use of vacated property
St. Julian Ave @ Tidewater Drive commercial area re-use/ redesign (17)	Create a more compatible land use
18 th Street site (18) (Vacant NRHA owned parcels north of Graves to 18 th Street)	Develop site in a manner to further plan goals. A non retail use for site
Small Business program development	To strengthen small businesses within the corridor financially and operationally Encourage more small businesses to develop in the area
Strategic Land Acquisition	To update the use of key sites in corridor

Why?
Shaw's Park
potential sites?

Greater Church Street Corridor Proposed Implementation Strategies

Project	Objectives
Minority Business Development Program	Provide additional incentives for the attraction of minority businesses to corridor
Olde Huntersville Neighborhood Strategy (19)	Stronger, stable community
Lindenwood Strategy (20)	Stronger, stable community
MidTown Industrial Rezoning	To create compatible zoning districts
Church Street Rezoning	To ensure zoning appropriate to proposed uses
Neighborhood Edges - Urban Design	To more clearly define the boundaries of residential, commercial, and industrial areas.
Assessment of recreation needs and available resources, including Huntersville Center	Improving the quality of life for area residents
Assessment of employment needs and available resources	Improving the quality of life for area residents
Assessment of training needs and available resources	Improving the quality of life for area residents
Assessment of health care needs	Improving the quality of life for area residents
Transportation needs assessment	Improving the quality of life for area residents
Increased policing in targeted areas	To increase public safety
Development of a CPTED overlay district pilot program	Encourage design that contributes to public safety
Storm water system review	Assure system supports area revitalization
Utility system review	Assure system supports area revitalization
Street system review, including 18 th Street	Assure system supports area revitalization
Obtain Concentrated Development Zone designation	Recognize comprehensive strategy
	Promotes funding prioritization

Conservation?

Planning

URG

NCS

Development
ET

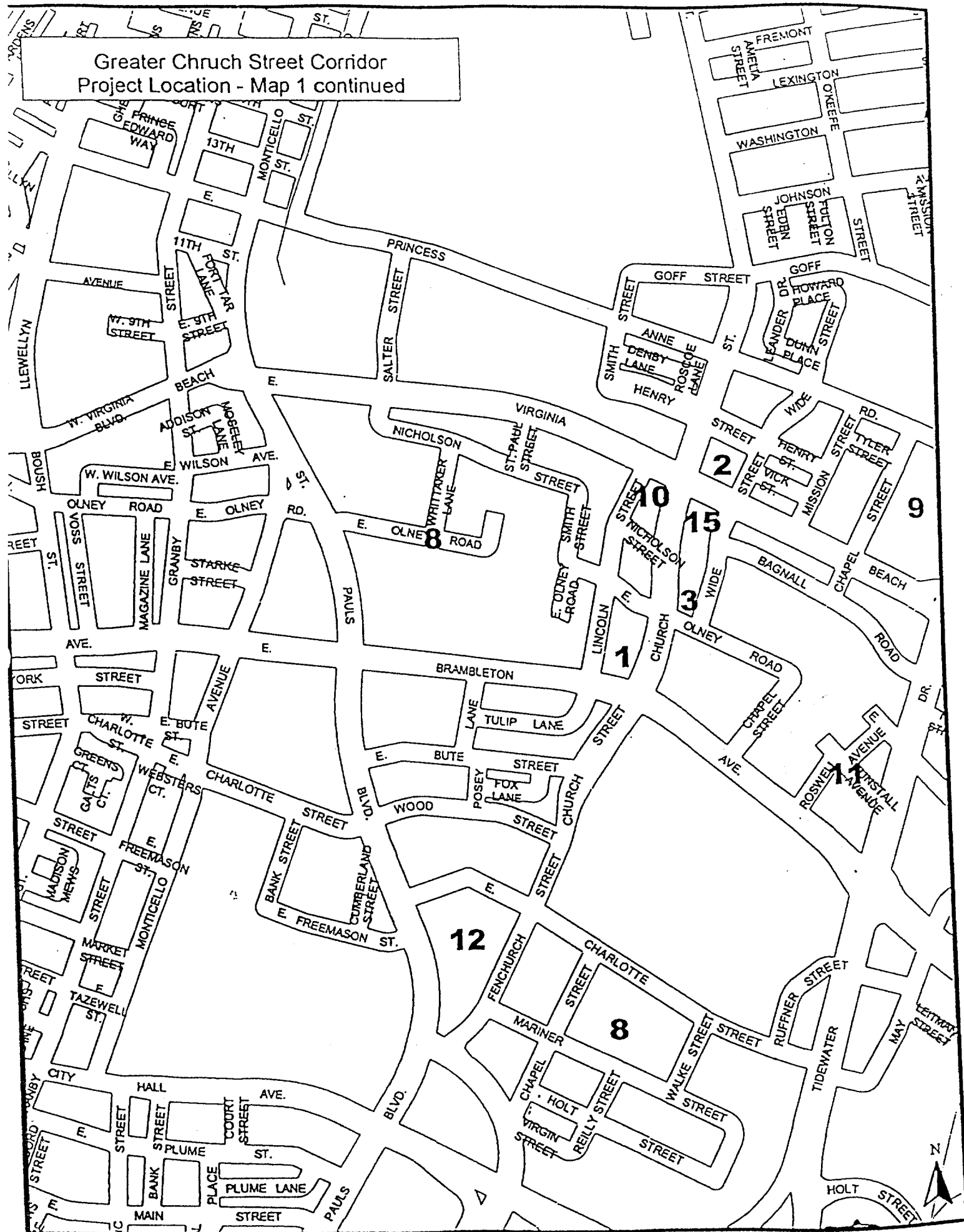
TRAFFIC

POLICE

Planning/HCS

PONE

Greater Church Street Corridor
Project Location - Map 1 continued





*Urban
Conservation Plan*

*River View
Village Strategic
Economic Development Plan*

*Conservation
Plan*

*Zoo
Master Plan*

COLONIAL
PLACE

RIVERVIEW
(RIVERVIEW VILLAGE)

LAFAYETTE PARK ZOO

SAINT MARY'S CEMETARY

PARK PLACE

*(Park Place Conservation
Plan)*

VILLA HEIGHTS

LINDENWOOD

*35th Street
Strategic Economic
Development Plan
Park Place Conservation
Redevelopment Plan
(Parker Place "triangle")
(UDB)*

MID-TOWN

*MID-TOWN
Conservation Plan
MID-TOWN Master
Plan (UDB)*

Lower Outer St. Redevelopment

*Older Huntersville /
Attucks Theatre
1500*

HUNTERSVILLE

*Redevelopment
Plan*

ICIA Bldg.

*Empowerment Zone - White Fox / Bidwell
Housing Study - Older Huntersville
ICIA / Retail
ICIA - Mid-Town Triangle*

Rowell

CALVERT
SQUARE

YOUNG
TERRACE

CHURCH
STREET
REDEVELOPMENT

TIDEWATER
GARDENS

CHURCH STREET/GRANBY STREET CORRIDOR

GREATER CHURCH STREET REDEVELOPMENT INITIATIVE

Project Overview: Church Street, the spine of the City, has a rich history in, art, culture and commerce. Over the years, the general area has been in decline; however with the completion of the Church Street Public Improvement Project by January 2001, the City will have a unique opportunity to leverage public and private investment for the revitalization of the entire corridor. A strategic planning process is underway, involving heavily the various stakeholders, to create a plan that builds on the strengths of the area and the strategic opportunities to bring a rebirth to the entire corridor.

Goals and Objectives:

Create an expanded economic (tax) base with the strategic re-use of public property.
 Expand the skills and employability of residents in the area
 Create jobs for Church Street residents
 Promote minority and small business development, including ownership
 Upgrade the housing stock and increase home ownership
 Improve the pedestrian and traffic circulation
 Improve the maintenance of public property
 Provide for the strategic re-use of property now in hands of City and NRHA
 Leverage public and private investments already committed in the area, e.g., Attucks Renovation, Martin Luther King Monument and Park, the street improvement project, Coca Cola expansion, Norfolk Welders new facility on 26th street, etc.
 Improve the quality of life for all
 Increase property values

Status of the Project:

- Efforts to date: the strategic planning process is well underway with a goal of completion by January 2001. From this process specific recommendations regarding land use and the programming of various initiatives for public improvements, business development, capacity building, workforce development and housing strategies will emerge.
- Planned Activities/Timeline: Completion of strategic planning process by January 2001.
- Council review/approval of plan by February 2001.
- Programming of strategies and improvements beginning in February 2001.

Investment and Return:

Description	Cash	Non-Cash Value	Miscellaneous Notations
Investment by the City			
INVESTMENT TO DATE			
Street Improvement Project- City	\$375,600		Amount represents 2% City match for the Church Street

Description	Cash	Non-Cash Value	Miscellaneous Notations
			project. Various other expenses have been incurred by the City for sidewalk, curbs and resurfacing.
Street Improvement project-state	\$18,404,400		State share for street improvement project
Business Loan Assistance	\$630,000+		NRHA revolving loan funds to various businesses in the Corridor over past 5 years
Property acquisition, demolition and street improvements	\$2,300,000+		Over last 10 years, various properties have been acquired and demolished by NRHA using primarily CDBG funds. Also, a number of streets have been improved.
PLANNED INVESTMENT			
Land Acquisition by City/NRHA	Not yet determined		Additional acquisitions will accelerate highest use of properties
Residential rehabilitation loans	Not yet determined		NRHA is beginning to promote a residential rehab loan program for the area
Develop Community Resource Center and Website			We are pursuing the idea of designating a room in an existing facility along Church Street where interested individuals can come by to get an update on the project and view various documents related to Project.
Attucks Theatre Renovation	\$2,400,000		An identical amount is being generated by the Crispus

Description	Cash	Non-Cash Value	Miscellaneous Notations
			Attucks Cultural Center (CACC) to support project
<i>Sub Total Public Investments</i>	\$24,109,000		
Investment by the Private Sector			
INVESTMENT TO DATE			
Martin Luther King Monument	\$500,000 (estimate)		Private funds were raised for this project
New Business and Business expansions (Baker Roofing, Graves Funeral Home, Norfolk Welding, Coca Cola, Brickers, etc.)	\$3,000,000+		Recent improvements made in the corridor by private businesses
Olde Huntersville Development Corporation	\$8,000,000 (estimate)		115 houses have been built and largely financed by the private sector
PLANNED INVESTMENT			
<i>Various Businesses and Entrepreneurs</i>	Undermined		There is high interest in purchase of publicly held property for private use (Public Works Building, Utilities Building)
<i>Martin Luther King Park</i>	\$250,000 (estimate)		An estimate for the construction of a Park. The design effort is just underway
<i>Coca Cola Expansion</i>	Undetermined		Coca Cola has discussed with the staff the possibility of expanding its present site.
<i>Attucks Theatre Renovation</i>	\$2,400,000		Matching funds provided by City
<i>Sub Total Private Sector Investments</i>			
<i>U.S. Postal Service</i>	\$45,000		Landscaping from corner of Church Street to Post Office
<i>Total Investments All Sources</i>	\$38,804,000		
Return to the City			

Description	Cash	Non-Cash Value	Miscellaneous Notations
Increased property taxes			Majority of the commercial development is underway or just completed
Improved City Infrastructure			
Improving quality of life			
Strategically positioned to leverage future residential and commercial development			
Additional Jobs for residents			

Challenges and Other Public Policy Issues:

- In order for the synergy to flow from the downtown to Church Street, and vice versa, Church Street should be reconnected to St. Pauls, City Hall or another major downtown street. This may have the impact of displacing present operations in the downtown. Will the Council consider making this connection?
- Additional public investments will need to be made for land assembly and then a higher reuse. An example would include the large, triangular shaped parcel bordered by Church, Granby and 27th Streets. Will the Council agree to add funding for this initiative in the budget?
- Investments by the private sector community will be critical to the redevelopment of Church Street. What role is the Council willing to play in encouraging banks to become more proactive?
- A key component of the revitalization of Church Street will be the expansion of small businesses, the development of small business incubators, and more minority businesses, in particular. In order for this to occur on a large scale, new public incentives such as low interest loans and seed grant funds will have to be made available. Is the City committed to supporting minority business development to the additional levels that would include grants?
- The strategic plan will focus building on the strengths of the Greater Church Street Corridor, which includes activities in adjacent neighborhoods such as Park Place, The downtown, Hope VI areas, etc. Therefore, many of the strategies may not benefit Church Street in particular. How will the Council balance the desires of the interests in the immediate area with the overall best interests of the City?
- Additional public investments in street and public space improvements will be needed. These items are not in the five-year CIP. Will the Council be willing to reprioritize the Capital Budget Plan to include them?
- The recent forum on Church Street included a presentation by Bill Strickland with The Bidwell Training Center, a first in class workforce development center. Will the Council commit to seriously pursuing such a center in or around the Church Street area?

- There is a substantial number of Churches in the area. What role is the Council willing to play to engage the faith community around opportunities related to the Church Street Revitalization effort?
- The NRHA staff is resuming efforts at the eventual construction of 28 single family housing units on the old Anne-Outten site at the corner of Church and Goff Streets between Graves Funeral Home and the existing housing. The design of the houses will include the heavy use of brick construction with the historical detail similar to the older homes in the and the Huntersville area, in particular. The sale prices for the homes will range between the upper \$90's to \$130,000. Is the Council comfortable with work proceeding on this project at this point?

**Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004**

Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
NEIGHBORHOOD AMENITIES							
MLK Plaza (1)	Safe area to view the monument; Area beautification	<ul style="list-style-type: none"> • Install Historic Marker. • MLK Birthday Event 	<ul style="list-style-type: none"> • Order marker • Plan MLK Event 	Completed	<ul style="list-style-type: none"> • NRHA • City 	\$295,000	\$1000 for additional plant material
Attucks Theater (2)	Implementation of cultural activities through a restored theater.	<ul style="list-style-type: none"> • Renovate and expand facility • Develop and implement programming 	<ul style="list-style-type: none"> • Continue construction project • Develop operational agreements between the CACC and the City • Plan, book and market grand opening and first year activities 	Grand Opening October 2004	<ul style="list-style-type: none"> • NRHA • Dept. of Facilities Mgt. 	\$7.8 million	
Cannon Ball Trail (3)	To promote the history of Church Street To promote tourism to the area.	<ul style="list-style-type: none"> • Implement the development of historic walkway system 	<ul style="list-style-type: none"> • Text and images have been finalized for markers • City approved match for ISTE A Grant May 2004 • VDOT approved construction docs June 2004 • Start construction process 	June 2004 – 6/20/04 Advertise bids <ul style="list-style-type: none"> • 7/13/04 Open bids • 7/13-7/20/04 NRHA & Livas Approval • 8/10/04 Pre Construction conference • 8/11/04 Start construction (120 days) 	<ul style="list-style-type: none"> • NRHA and Dept. of Planning and Community Development 	\$1.0 Million	

**Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004**

Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
				<ul style="list-style-type: none"> 10/25/04 Start landscaping 12/9/04 Work completed 			
Cultural Arts and Technology Center (4)	Provide educational and cultural programming for area youths and adults.	Renovation and initial programming are in place	<ul style="list-style-type: none"> Enhancement of existing programming 	Completed	<ul style="list-style-type: none"> Dept. of Neighborhood and Leisure Services 	\$303,338	
Landscaping (5)	<p>Continue to beautify the area;</p> <p>Remove poor plantings between Brambleton and Goff Street;</p> <p>Develop new landscaping plan;</p> <p>Install new landscaping. Encourage Post Office site improvements at Brambleton and Church St.</p>	<ul style="list-style-type: none"> Medians and other gateway landscaping are complete Upgrade Post Office site 	<ul style="list-style-type: none"> On-going maintenance of improvements Develop partnership with the Post Office 	<p>Completed</p> <p>No progress on Post Office site improvements</p>	<ul style="list-style-type: none"> Dept. of Neighborhood and Leisure Services 	\$230,000	
NEIGHBORHOOD DEVELOPMENT							
Roswell Area Development (6)	Removal of dilapidated land uses; provide opportunities for commercial expansion.	<ul style="list-style-type: none"> Create Revitalization and Development Opportunity 	<ul style="list-style-type: none"> Develop Acquisition Plan Create Redevelopment Master Plan 	FY 2005-2006	<ul style="list-style-type: none"> Dept. of Planning and Community Development 		

Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004

Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
NEIGHBORHOOD DEVELOPMENT							
Olde Huntersville Neighborhood Strategy (7)	Stronger, stable community.	<ul style="list-style-type: none"> • Reestablish OHCDC • Rehabilitation Loans • Develop Revitalization Strategy • Pursue Conservation Designation • Develop Conservation Plan 	<ul style="list-style-type: none"> • Obtain authorization to move forward with neighborhood planning initiative. • Approval of planning cluster. • Greater Church Street - Olde Huntersville, Lindenwood, Villa Heights and Barraud Park 	FY 2005	<ul style="list-style-type: none"> • Dept. of Planning and Community Development • NRHA 		
Villa Heights Neighborhood Strategy (8)	Stronger, stable community	<ul style="list-style-type: none"> • Develop revitalization strategy • Amend Park Place Conservation Plan 	<ul style="list-style-type: none"> • Same as above 	FY 2005	<ul style="list-style-type: none"> • Dept. of Planning and Community Development • NRHA 		
Lindenwood Strategy (9)	Stronger, stable community	<ul style="list-style-type: none"> • Develop Revitalization 	<ul style="list-style-type: none"> • Same as above 	FY 2005	<ul style="list-style-type: none"> • Department of Planning and Community Development 		
Edge Management – Urban Design (10)	To more clearly define the boundaries of residential, commercial, and industrial areas.	Hire an urban design consultant	<ul style="list-style-type: none"> • RFP to include 18th Street development parcel • Market site 	Completed Site at 18 th Street to be developed Summer 2004	<ul style="list-style-type: none"> • Department of Planning and Community Development 	Completed	Completed

Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004

Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
HOUSING INITIATIVES							
J. T. West Re-Use (11)	Demolition of vacant school building; redevelopment of site	<ul style="list-style-type: none"> • Demolition • Build consensus on redevelopment strategy 	<ul style="list-style-type: none"> • Master Plan for site 	Demolish property Fall 2004	<ul style="list-style-type: none"> • Dept. of Facilities and Enterprise Management, Dept. of Planning and Community Development 	\$93,700	CIP 2005
West Church Anne/Outten Street Development (12)	Increasing the range of housing opportunity in the corridor. Thirty-one homes under construction	<ul style="list-style-type: none"> • Under construction 	<ul style="list-style-type: none"> • Manage the quality development and construction of individual units 	Underway	<ul style="list-style-type: none"> • NRHA 	\$2,937,974	-0-
Former Brewery Site: Lexington and Washington (13)	Removal of blighting land uses; Future residential use.	<ul style="list-style-type: none"> • Develop 16 Single Family Homes 	<ul style="list-style-type: none"> • Environmental Remediation • Demolition of existing structures • Design and construction of Infrastructure • Builder Selection (18 Months) 	FY 2006	<ul style="list-style-type: none"> • NRHA 	\$542,603	\$450,000 FY-04 TBD FY05 \$366,000
East Side Church Street: 1300 Block/Goff to Johnson (14)	Expanding housing opportunity in the corridor.	<ul style="list-style-type: none"> • Develop 6-7 Single Family Homes 	<ul style="list-style-type: none"> • Acquire remaining sites • Develop Site Plan (5 Months) • Infrastructure Design (FY04) • Installation of alley (FY 06) 	FY 2005-2006	<ul style="list-style-type: none"> • NRHA 	\$314,756	FY-04 \$90,000 FY-06 \$500,000

Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004

Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
HOUSING INITIATIVES							
Young Park and Tidewater Gardens Redesign (15)	Enhancing the livability and attractiveness of two public housing communities.	<ul style="list-style-type: none"> • Master Plan • Unit modernization • Construction of new units New public streets and open spaces	<ul style="list-style-type: none"> • Develop Funding and Implementation Strategy 	TBD	• NRHA	TBD	Young Park and Tidewater Gardens Redesign (6)

Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004

Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
ECONOMIC DEVELOPMENT							
Core Site Creation: Consolidate a number of vacant sites near Virginia Beach Blvd. (16)	To strengthen retail core on Church Street.	<ul style="list-style-type: none"> • Create development opportunity for new commercial uses • Develop interim site improvement strategy for Let Us Produce 	<ul style="list-style-type: none"> • Assemble significant site at southwest corner of Va. Beach Blvd. and Church Street • Develop interim site improvement strategy for Let Us Produce • Prepare façade and aesthetic improvement incentive package 	4-5 Years	<ul style="list-style-type: none"> • Dept. of Development 	\$2.5 - 3 million	
Triangle Site (17) (Intersection of Church Street/Monticello)	Increase retail services to underserved area.	<ul style="list-style-type: none"> • Create development strategy linked to transportation and corridor study 	<ul style="list-style-type: none"> • Site Assembly of all parcels except church site property • Conduct Urban Design Study and market analysis to determine Appropriate Re-use for the Site 	FY 2004 - 2006	<ul style="list-style-type: none"> • NRHA • Dept. of Development • Public Works • Dept. of Planning and Community Development 	\$1,349,344	FY-04 \$210,000 FY-05 \$210,000

Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004

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ECONOMIC DEVELOPMENT							
Armstead Avenue Site (18) (Former Streets and Bridges)	Determine future use of vacated property.	<ul style="list-style-type: none"> • Study re-use options • Establish team to propose and evaluate options 	<ul style="list-style-type: none"> • Phase II environmental • Hire UDA to study highest and best development potential 	Underway	<ul style="list-style-type: none"> • Dept. of Development • Dept. of Planning and Community Development 		
Church Street Square (19)	To strengthen commercial centers.	<ul style="list-style-type: none"> • Develop and implement repositioning strategy 	<ul style="list-style-type: none"> • Work with existing owners to determine repositioning strategy • New Owner Incentive Package • Pursue re-use or redevelopment, if feasible • New owners 	Fall 2004	<ul style="list-style-type: none"> • Dept. of Development 	Undetermined	
Utility Site Re-use (20)	Determine re-use of vacated property.	<ul style="list-style-type: none"> • Link to broader economic development strategy for the area 	<ul style="list-style-type: none"> • Market site consistent with corridor strategy 	Underway	<ul style="list-style-type: none"> • Dept. of Development 	Undetermined	
St. Julian Avenue @ Tidewater Drive Commercial Area Re-use/Redesign (21)	Create a more compatible land use and improve blighting influence.	<ul style="list-style-type: none"> • Property has new owners • Intend to reposition property to office use 	<ul style="list-style-type: none"> • Provide Facade Grant and Loan 	FY2005	<ul style="list-style-type: none"> • Dept. of Development • NRHA 	Undetermined	

Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004

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ECONOMIC DEVELOPMENT							
18th Street Site (22) (Vacant NRHA owned parcels north of Graves to 18 th Street)	Develop site in a manner to further plan goals.	<ul style="list-style-type: none"> Developer identified 	<ul style="list-style-type: none"> Development working with developer – office complex 	2004-2005	<ul style="list-style-type: none"> NRHA Dept. of Development Dept. of Planning and Community Development 		
Small Business Program Development (23)	<p>To strengthen small businesses within the corridor financially and operationally;</p> <p>Encourage more small businesses to develop in the area.</p>	<ul style="list-style-type: none"> Work with existing businesses to link them to resources. 	<ul style="list-style-type: none"> Create franchise opportunity program Provide technical assistance Promote benefits of Enterprise Zone Promote Empowerment Zone Program Create financial programs 	On-going	<ul style="list-style-type: none"> Dept. of Development 		
Strategic Land Acquisition (24)	To update the use of key sites in corridor.	<ul style="list-style-type: none"> Acquisition Strategy 	<ul style="list-style-type: none"> Develop / Update maps indicating cumulative acquisitions and potential Sites 	FALL 2004	<ul style="list-style-type: none"> NRHA 		
Minority Business Development Program (25)	Provide additional incentives for the attraction of minority businesses to corridor.	<ul style="list-style-type: none"> Develop Special Promotions and Marketing Strategy 	<ul style="list-style-type: none"> Develop print materials, etc. Assemble incentive information 	On-going	<ul style="list-style-type: none"> Dept. of Development 		

Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004

Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
ECONOMIC DEVELOPMENT							
Midtown Industrial Rezoning (26)	To create compatible zoning districts.	<ul style="list-style-type: none"> • Prepare and Present Re-zoning Plan 	<ul style="list-style-type: none"> • Implement Administrative and Legal Process • Respond to City Manager's comment concerning fencing and continue to process through City Council • Rezoning Plan submitted for CM office for review 	Summer 2004	<ul style="list-style-type: none"> • Dept. of Planning and Community Development 		
Church Street Rezoning (27)	To ensure zoning appropriate to proposed uses.	<ul style="list-style-type: none"> • Pursue per Development Strategy 	18th Street	Open	<ul style="list-style-type: none"> • Dept. of Planning and Community Development 		
Obtain Concentrated Development Zone Designation (28)	<p>Recognize comprehensive strategy;</p> <p>Promote funding prioritization.</p>		Done	CD Zone status completed	<ul style="list-style-type: none"> • Dept. of Development • Dept. of Planning and Community Development 		

Greater Church Street Corridor Revitalization Plan
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HUMAN INITIATIVES							
Assessment of recreation needs and available resources, including Huntersville Center	Improving the quality of life for area residents.	Prepare a recreation plan	<ul style="list-style-type: none"> • Prepare an inventory of current resources • Increase representation of service providers and stakeholders in plan preparation 	FY 2004	<ul style="list-style-type: none"> • Dept. of Neighborhoods and Leisure Services 		
PUBLIC SAFETY INITIATIVES							
Increased policing in targeted areas	To increase public safety	Public Safety	Add two walking beats and one bicycle beat to the corridor Greater targeting of resources toward "hot spots"		<ul style="list-style-type: none"> • Police Dept. 	\$200,000 annually	
PUBLIC IMPROVEMENT INITIATIVES							
Storm Water System Review	Assure system supports area revitalization.	Storm Water Study			<ul style="list-style-type: none"> • Dept. of Public Works 		
Utility System Review	Assure system supports area revitalization.	Utility Study			<ul style="list-style-type: none"> • Dept. of Utilities 		
Street System review, including 18th Street	Assure system supports area revitalization.	18th Street Study Freemont Lexington			<ul style="list-style-type: none"> • Dept. of Public Works 		

Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004

Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
TRANSPORTATION							
Transportation Concerns	To increase public safety	Investigate the possibility of installing speed bumps on Chapel and Mission Streets	<ul style="list-style-type: none"> ▪ A speed volume count has been scheduled for May. ▪ Follow-up will be provided in June 		• Dept. of Public Works		
Streets and Bridges Concerns	Restore neighborhood infrastructure	Remove vegetation on Wide and Dunn Streets and repave the street.	<ul style="list-style-type: none"> ▪ These streets are not schedule for paving at this time. They will be considered for review and paving in the FY06 program, pending funding. 		• Dept. of Public Works		
Huntersville Street Improvements	Restore neighborhood infrastructure	Prioritize street improvements	<ul style="list-style-type: none"> ▪ Confer with Huntersville Civic League to establish priority for remaining street improvements 	Summer 2004	• Dept. of Public Works		
Huntersville Street Improvements - B Avenue from Church to O'Keefe	Restore neighborhood infrastructure	Street improvements- to B Avenue from Church Street to O'Keefe Street	<ul style="list-style-type: none"> ▪ Removed and replace curbs, street and sidewalks. ▪ Upgraded storm water where possible. 	Complete	• Dept. of Public Works	\$130,000	

Greater Church Street Corridor Revitalization Plan
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TRANSPORTATION							
Huntersville Street Improvements - Fremont: from Church to O'Keefe,	Restore neighborhood infrastructure	Street improvements- to Fremont: from Church Street to O'Keefe Street,	<ul style="list-style-type: none"> ▪ Remove and replace curbs, street and sidewalks. ▪ Upgrade storm water where possible ▪ To be designed 	FY06	• Dept. of Public Works	\$120,000	
Huntersville Street Improvements - Church at Fremont:	Restore neighborhood infrastructure	Construction of left turn lane in a landscaped median on Church Street at Graves Funeral Home		Complete	• Dept. of Public Works		
Huntersville Street Improvements - O'Keefe at Washington,	Restore neighborhood infrastructure	Realign intersection of O'Keefe Street at Washington Avenue,	<ul style="list-style-type: none"> ▪ Design to begin ▪ Possible construction funding in FY05 		• Dept. of Public Works		
Huntersville Street Improvements - O'Keefe at Johnson	Restore neighborhood infrastructure	Realign intersection of O'Keefe Street at Johnson Avenue,	<ul style="list-style-type: none"> ▪ Project scope under development ▪ Preliminary design underway to offset construction of storm drain line 	FY05			

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TRANSPORTATION							
Huntersville Street Improvements – Lexington from Church to O'Keefe	Restore neighborhood infrastructure	Street improvements- to Lexington from Church Street to O'Keefe Street	<ul style="list-style-type: none"> ▪ On hold pending redevelopment plans 	TBD	<ul style="list-style-type: none"> • Dept. of Public Works 		

Greater Church Street Corridor Revitalization Plan
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TRANSPORTATION							
Pedestrian Crossing Near Rec Center	To increase public safety	Explore installation of pedestrian crosswalk and of erecting Children Playing signs in vicinity of Rec Center	<ul style="list-style-type: none"> ▪ Install "Playground & Children Playing" signs at both ends of O'Keefe at the recreation center – signs are posted ▪ On Goff St. at O'Keefe, remark existing crosswalk with ladder bar markings – Started remarking but could not complete due to cars parked on street. ▪ On Goff St at entrance into parking lot, remark existing crosswalk with ladder bar markings ▪ Striping has been scheduled for the spring, but there is not a definitive 	May 2004	<ul style="list-style-type: none"> • Dept. of Public Works 		

Greater Church Street Corridor Revitalization Plan
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Project	Objectives	Activity	Steps	Schedule	Coordinating Agency	Projected Actual Costs	Needed Funding
			schedule.				
Pedestrian Crossing near Blyden Branch Library	To increase public safety	Explore the possibility of a pedestrian crossing light be installed for Princess Anne Road at the Blyden Branch Library	<ul style="list-style-type: none"> ▪ Division of Transportation has reviewed this request and believes that there are not sufficient number of pedestrians to warrant a flashing light at this intersection. ▪ Plan to change the placement of the current westbound pedestrian crossing warning sign to a more visible location. 	May 2004	<ul style="list-style-type: none"> • Dept. of Public Works 		

**Greater Church Street Corridor Revitalization Plan
Proposed Implementation Actions Plan
July 7, 2004**

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Street sweeping in Barberton	Restore neighborhood infrastructure	Request for street sweeping signs in Barberton	<ul style="list-style-type: none"> ▪ Residents have to submit a petition with signatures of at least 75 percent of the community requesting the signs. ▪ After receiving petition, Transportation staff will evaluate installation of signs. ▪ Periodic placement of not parking signs to assist with street cleaning. 		•		

Memorandum

TO Jim Gildea

COMPANY Norfolk Planning and Community Development DATE 30 January 2003

FROM Andrew Dresdner

PROJECT Church Street Site between 17th Street and 18th Street

PURPOSE review of urban design studies

REMARKS

Background

The redevelopment opportunity of the Church Street Site was prompted made by the Church Street Boulevard road widening and redevelopment project. In order to create a boulevard, a sliver of land was required on the west side of the right of way. The City of Norfolk acquired the land for both the road widening as well as for redevelopment.

In 2001 UDA prepared a Master Plan for the Church Street corridor. The Plan divided the corridor into several zones. The Site of this study lies in Zone 3 - directly west of Huntersville neighborhood. Initial recommendation for this site included exploration of institutional uses that would be compatible with the Huntersville neighborhood.

Site analysis

The Site is located along the edge of a large triangle defined by Monticello, Princess Anne and Church Street. The triangle represents the grid shift between neighborhoods on the west side of the city and several neighborhoods on the east side of the City. This triangle is occupied primarily with Calvary Cemetery and an industrial district of which the Site is a part. With no cross streets that extend to both the east and the west, the triangle acts as a large super block - an obstacle to cross City connections.

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TIM GILDEA

30 JANUARY 2004

REMARKS

The Site is highly visible and endowed with a high quality Church Street address. However, the site is not well connected to the City or its adjacent neighborhoods. The site has one "front" - on Church Street. The remaining three sides are backs to the Cemetery, and the HRT bus facility.

The Site's adjacencies are diverse. The HRT bus Facility is equivalent to a heavy industry. It creates noise, light, and dust that impact the site. HRT has recently budgeted \$500,000 to study the possible re-use of the facility. Directly to the north of the site is an industrial district. This district contains a variety of heavy industries, creating yet more noise, light and dust pollution.

To the south of the site is a funeral home. Recently relocated, this property appears to be well located, healthy and successful.

The Huntersville neighborhood is located directly across Church Street. Despite the proximity to Huntersville, the Site has never been a part of the neighborhood. Neighborhood streets do not extend into the site and the historic uses of the site have never been complimentary or compatible with the neighborhood.

The redevelopment potential of the site rests partially upon the long term future of the industrial district to the north. The HRT bus facility is a bonafide heavy industrial use. Its creates noise, light, and air pollution that impact the site. HRT has budgeted a study to investigate the long term viability of this facility on this site.

Discussion of possible uses:

REMARKS

Flex Office Space

Low impact "flex space" is the most likely immediate redevelopment opportunity. Flex space buildings would be compatible with both the industrial district to the immediate north. Flex buildings could also be designed with "domestic" fronts so as to present a residential character to Church Street and the Huntersville neighborhood. Developed as flex space, the site will yield approximately 55,000 square feet of development.

Retail

Retail uses are not recommended for the Site. The Church Street Plan, completed in 2001, recommends retail concentrations at the intersections of Monticello/Church Street and Virginia Beach/Church Street. To locate retail on the subject site would dilute the potential of attracting successful retail at the aforementioned two intersections.

Housing

The Site should only be developed with residential if the HRT bus barn is someday relocated. The noxious use of the bus facility, and other industrial uses to the north render housing an unlikely and undesirable use. It would have no neighborhood on which to connect itself. As such the housing would sit alone on Church Street.

In the long term, however, if the bus facility is relocated, greater redevelopment of the district is possible and likely. With a few strategic road connections a new and much needed connection between the east side neighborhoods and the west side neighborhoods can be created. The connection would be a neighborhood connector, not a regional connection. The new road would cross the triangle and connect parks, libraries, schools, and natural amenities from the Ghent neighborhood to similar public uses in Huntersville and the East Side neighborhoods.

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JIM GILDEA

30 JANUARY 2003

REMARKS

These investments would create a viable housing redevelopment. If redeveloped with single family housing, the site would yield approximately 25 single family homes. The new neighborhood, extending from Church Street to Monticello would yield approximately 115 single family homes.

Church Street - Pittsburgh, Pennsylvania

Church Street

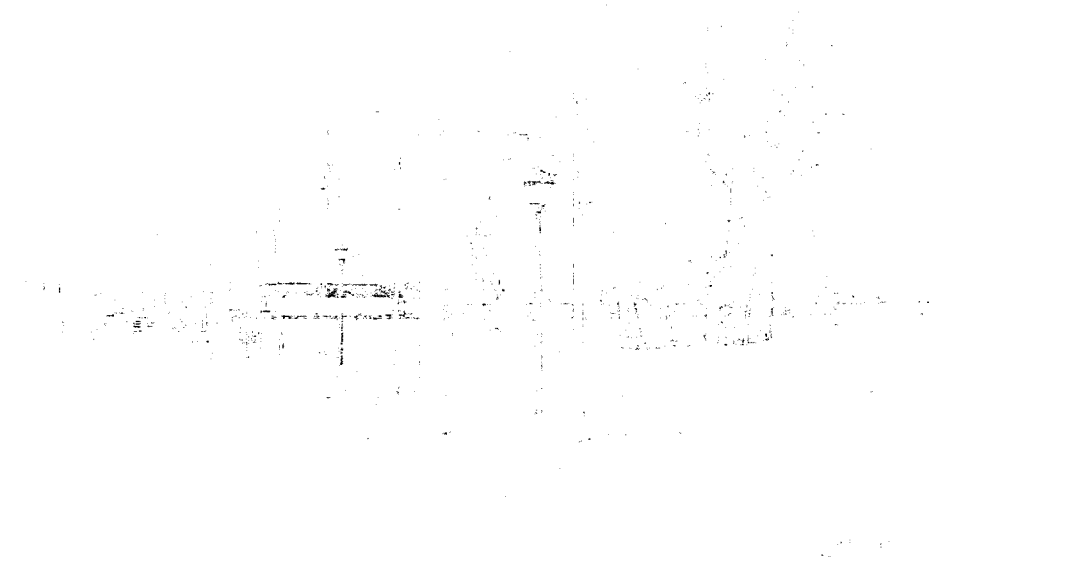
Perspectives

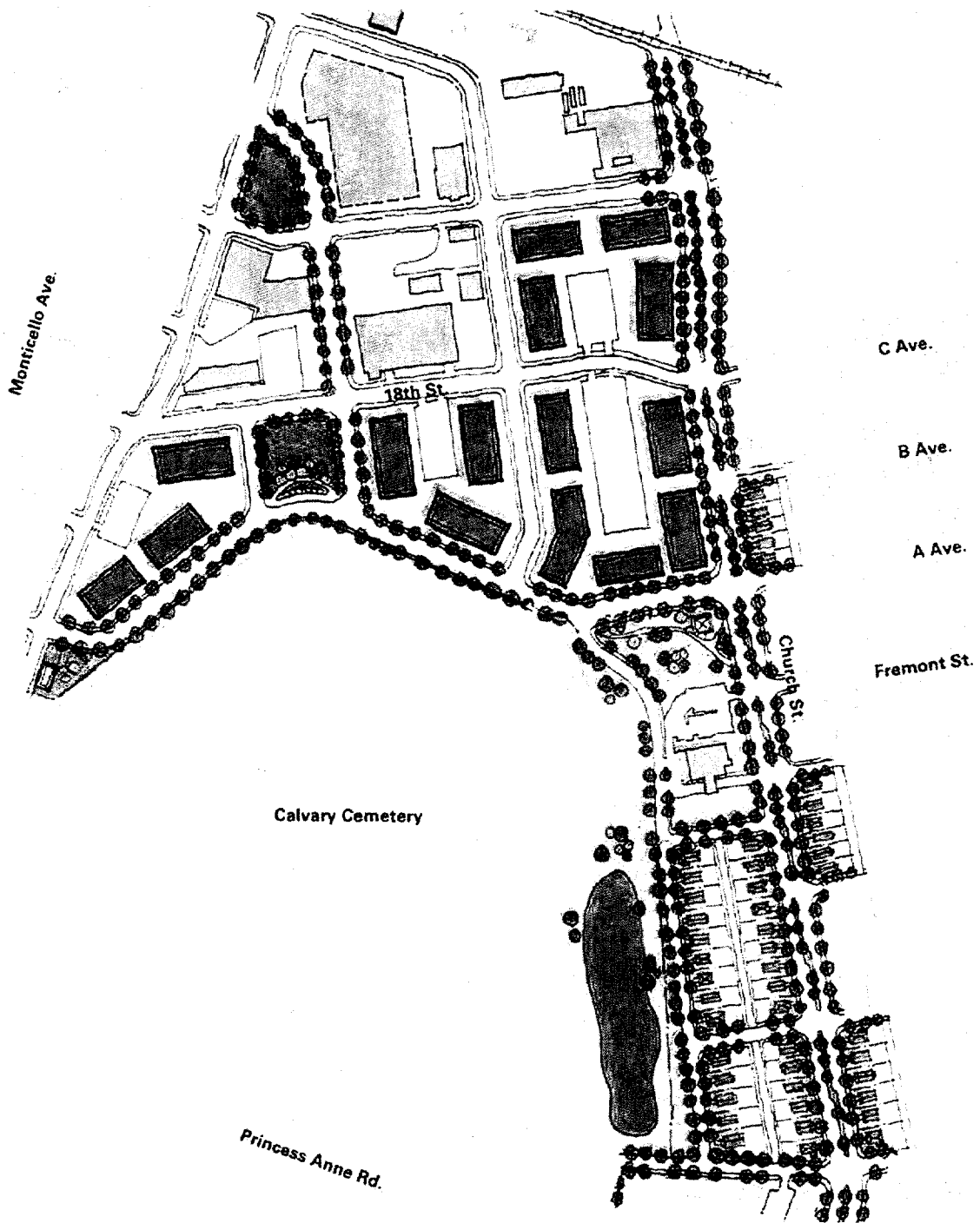
Existing Conditions

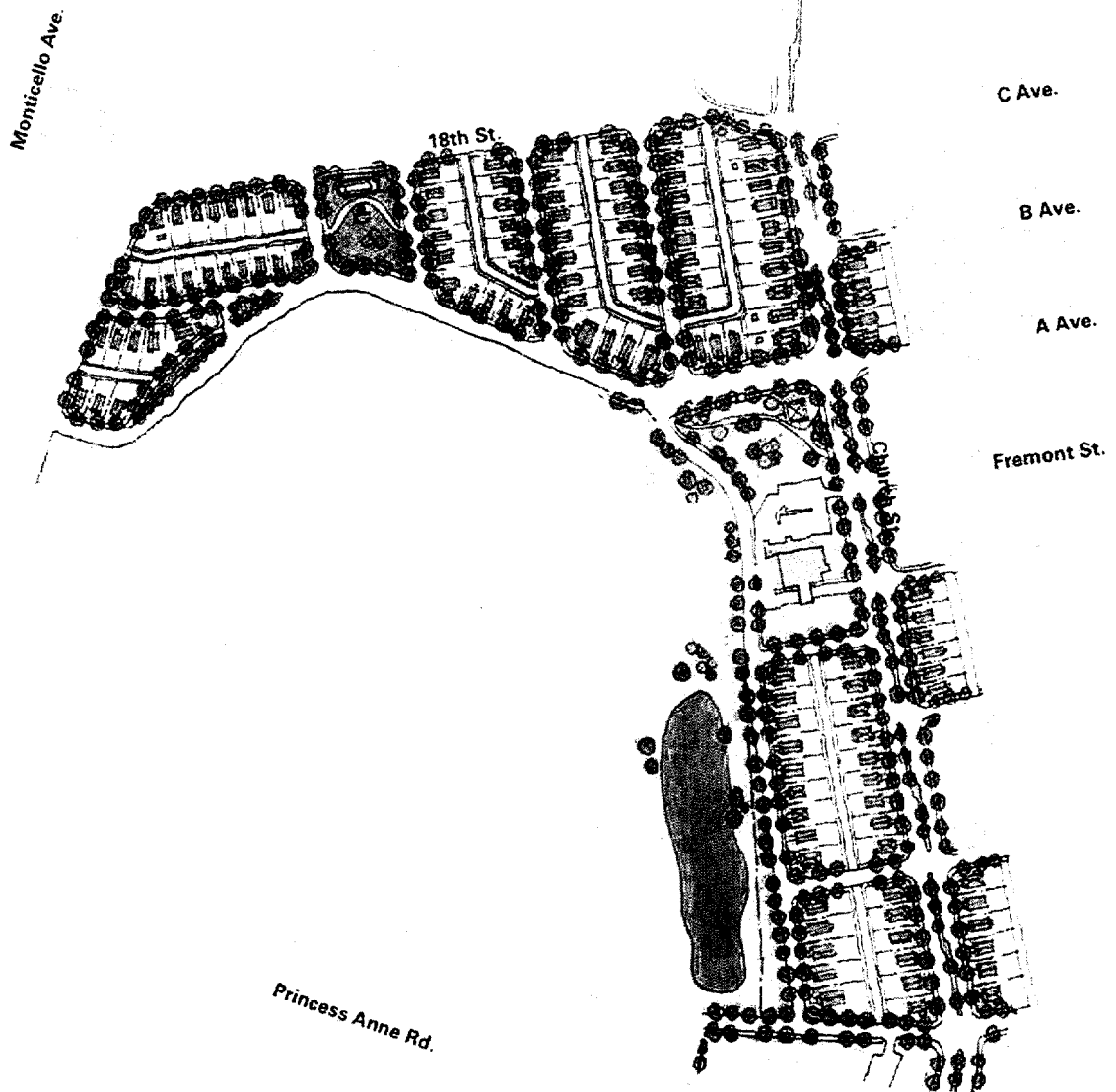
(top)

Proposed

(bottom)







Church Street Pittsburgh Pennsylvania

Monticello Ave.

18th St.

C Ave.

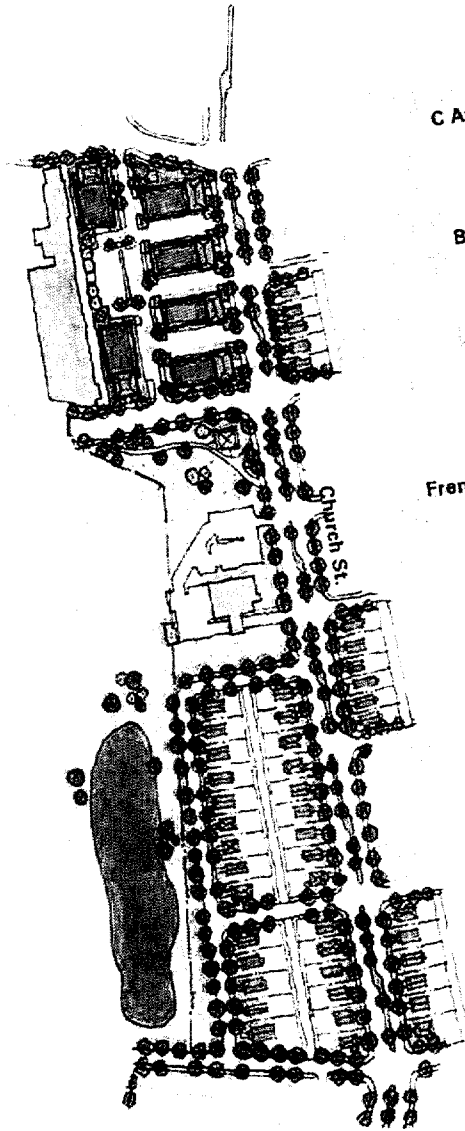
B Ave.

A Ave.

Fremont St.

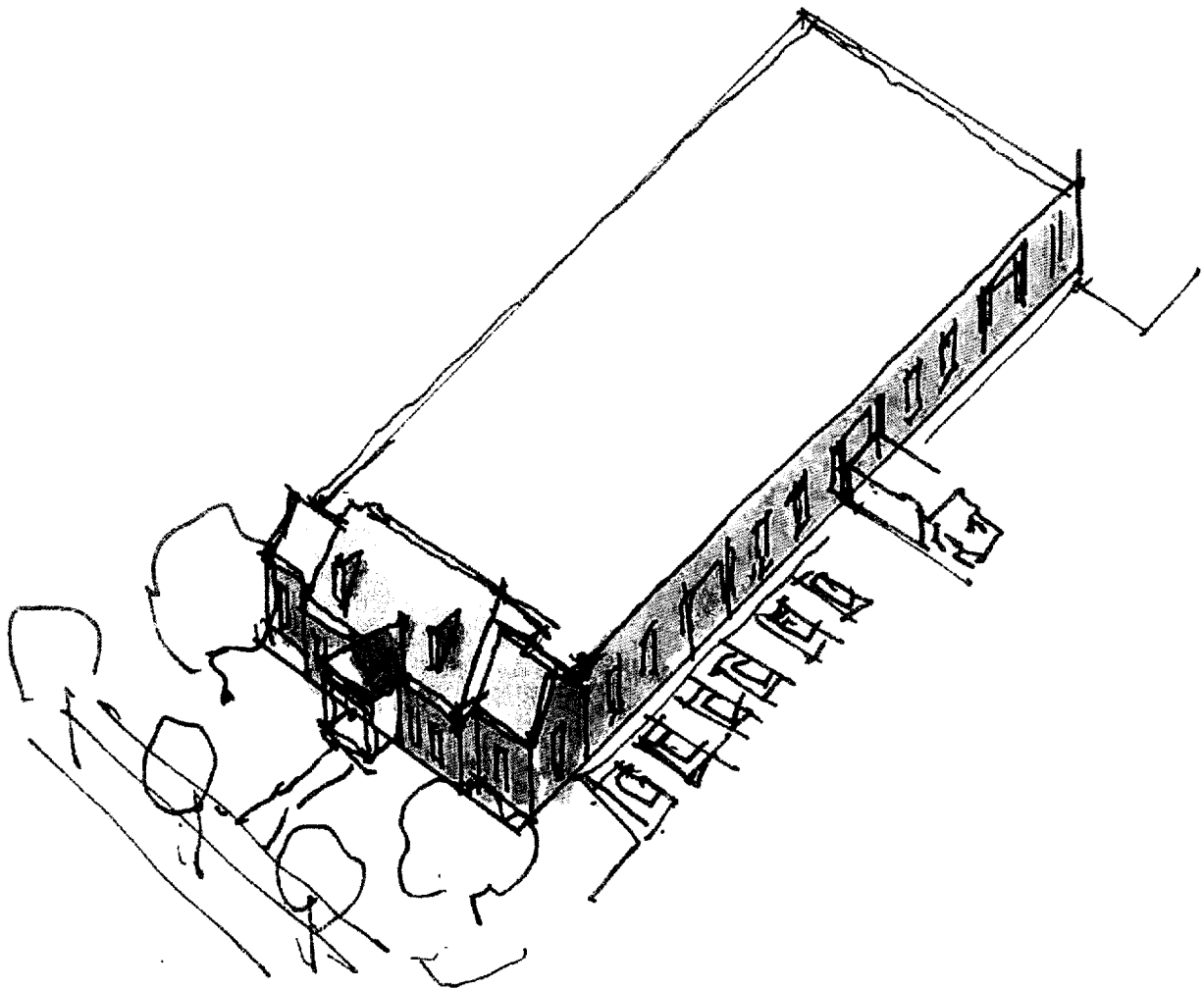
Calvary Cemetery

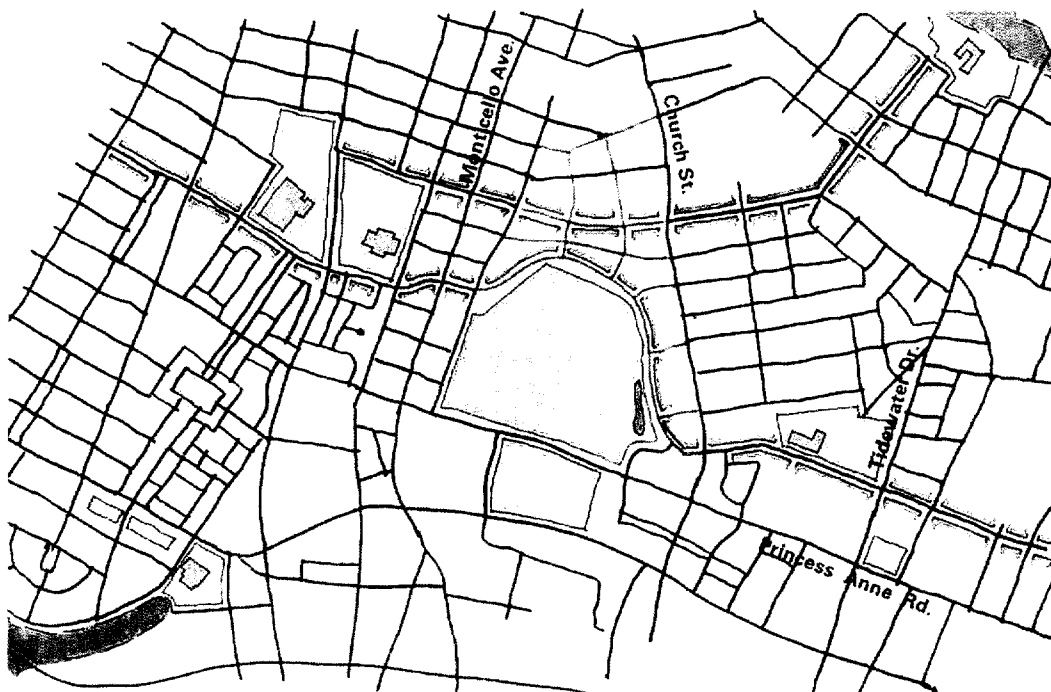
Princess Anne Rd.



Phase 1

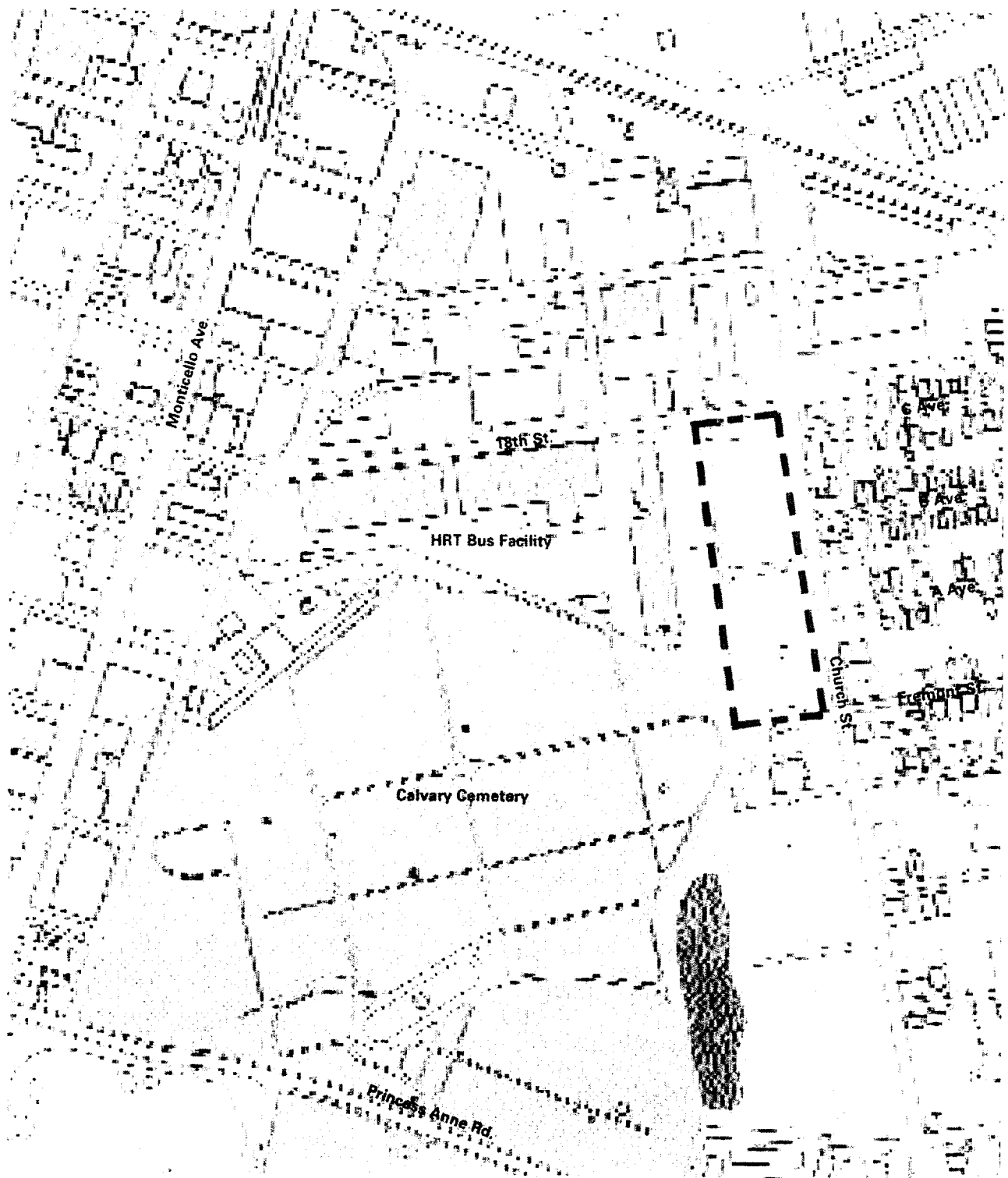
March 2003





Connecting Neighborhoods

The Triangle, shown in yellow, is a single large superblock. New streets (shown in red) and redevelopment of the industrial area within the Triangle will create important connections between neighborhoods to the east and the west



**CITY OF NORFOLK
COMMITTEE STAFF REPORT**

To: Church Street/Huntersville Task Force
From: Stanley Stein, Assistant City Manager
Subject: Church Street Plan Status
Date: April 4, 2007

Approved:

Background: The City of Norfolk and NRHA, together with community stakeholders, and led by a consultant team, undertook a strategic planning effort for the Church Street Corridor resulting in the 2001 Greater Church Street Strategic Plan. The vision for the study area, based on community input and market assessments, calls for a residential focus, with an emphasis on neighborhood stabilization and revitalization and homeownership, that integrates opportunities to strengthen and create concentrated commercial zones at strategic locations, as well as encourages opportunities to assemble contiguous land to create new residential addresses and enhance public spaces.

To help achieve this vision, a series of land use recommendations were made, divided into six zones to help organize decision making and actions. A map of the study area divided by zones is attached, as well as a summary of land use recommendations by zones. The zones are as follows:

- Zone 1. Downtown Plaza
- Zone 2. Commercial Core (between Virginia Beach Boulevard and Brambleton Avenue including the Fenchurch Street connection)
- Zone 3. Church Street Frontage (between 18th Street and Goff Street)
- Zone 4. Olde Huntersville and Lindenwood neighborhoods
- Zone 5. Mid-Town Industrial Park

Zone 6. Park Place Triangle (Monticello, Church Street and 26th Street)

Analysis:

Following is the status of current activities aimed at achieving the vision outlined in the Greater Church Street Strategic Plan, by zone:

- Zone 1. This area is included in the Saint Paul's Quadrant study area with a visioning process currently underway. The original goals of creating a mixed use area with new anchor retail uses and greater connectivity to Fenchurch are still envisioned as elements in the current planning effort. One major goal of the Saint Paul's Quadrant study will be to create a better linkage between Church Street and downtown.
- Zone 2. Let Us Produce removal underway, in line with the goal of creating the opportunity for uses that support the neighborhood center concept and strengthen the retail core.
- Zone 3. Plans underway by NRHA for new townhome development along the east side of Church Street that will continue the effort to create a new residential address for the corridor (continues the energy created by the WestChurch single family development on the west side of Church Street). In addition, development is underway for the Church Street Executive Center, just to the south of Zone 5 (Midtown Industrial Area), a combination of office and office/flex space. Note that the office/flex park is in line with recommendations from a report prepared for this site by UDA as a follow up to the 2001 Strategic Plan.
- Zone 4. South Tidewater Neighborhood Plan initiative underway for this area. This effort is aimed at stabilizing the neighborhood, as called for in the Greater Church Street Plan. NRHA plans to reuse the Brewery Site for townhome development—design guidelines are currently under review. In addition, work is underway to relocate retail from the interior of neighborhood to Church Street frontage, reinforcing both the call to strengthen the residential component of the neighborhood and to add to the

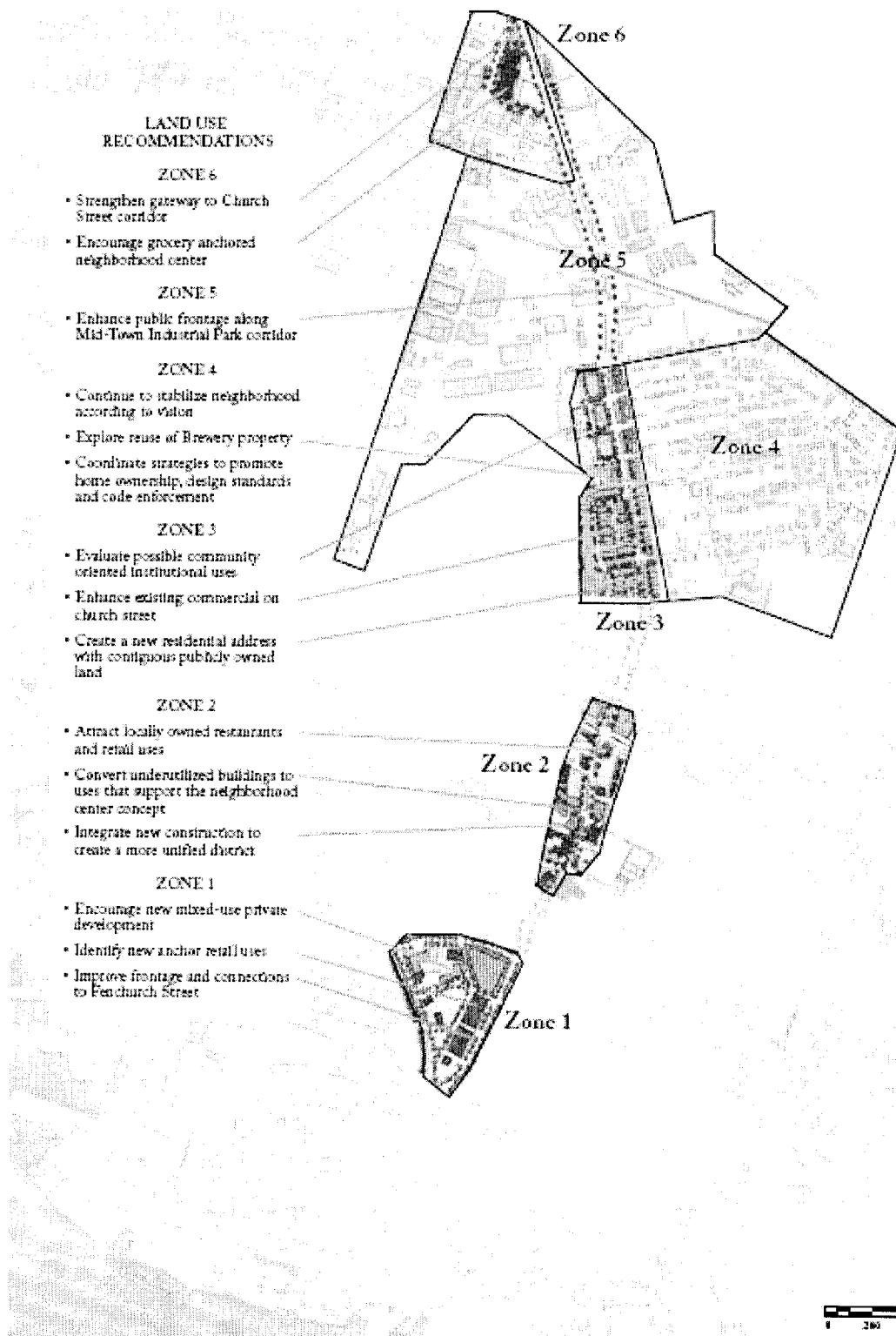
retail component of the corridor.

Zone 5. The City and NRHA continue to work with industrial park business owners on the Mid-Town Industrial Park Conservation Plan.

Zone 6. The 2001 plan calls for creating a gateway to the Church Street corridor as well as a grocery store in the Triangle area. However, the road configuration in this area (bisected by the 26th and 27th one-way pair) creates a challenge for configuring a marketable parcel for a grocery store or other large use. This area is part of the Park Place Conservation Area and is being re-evaluated as a part of the Conservation Plan amendment effort currently underway.

Recommendation: Continue to coordinate activities along the corridor with reference to the plan recommendations. Continue to evaluate objectives in light of changes along the corridor and its role in the city and the region.

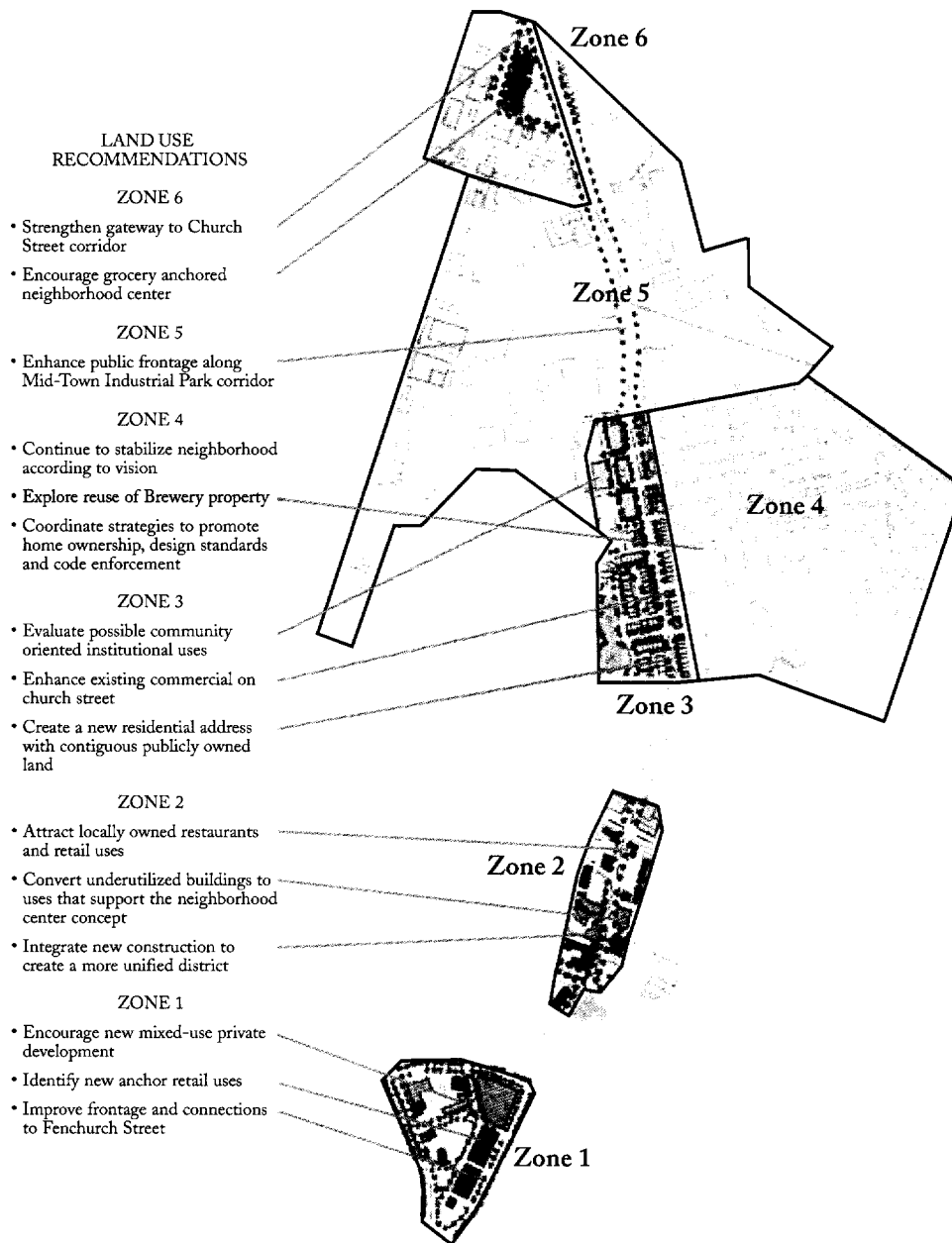
Coordination: Church Street/Huntersville Task Force headed by Councilwoman Hester, NRHA, Department of Neighborhood Preservation, Department of Planning and Department of Development.



Greater Church Street Strategic Plan
NOTTINGHAM & ASSOCIATES, INC.
URBAN DESIGN ASSOCIATES

Conceptual Plan

February 2001



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Greater Church Street Strategic Plan

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